



OHSU Board of Directors Meeting

Friday, June 24, 2022

1:15-4:05pm

Robertson Life Sciences Building

2730 S Moody Ave, Portland, OR 97201

Room 3A001, 3rd Floor

Or via YouTube

<https://youtu.be/S6wUTIWUhgE>

+1-503-388-9555



**OREGON HEALTH & SCIENCE UNIVERSITY
BOARD OF DIRECTORS MEETING AGENDA**

Friday, June 24, 2022

1:15-4:05pm

Robertson Life Sciences Building, RLSB

2730 S Moody Ave, Portland, OR 97201

Room 3A001, 3rd Floor

Or via YouTube

<https://youtu.be/S6wUTIWUhgE>

+1-503-388-9555

1:15pm	Call to Order/ Chairman's Comments President's Comments Approval of Minutes April 22, 2022 (ACTION)	Wayne Monfries Danny Jacobs, MD Wayne Monfries
1:30pm	FY22 YTD Results, Proposed FY23 Budget, CFO presentation of the budget	Lawrence Furnstahl
2:00pm	Presentation of the Academic Tuition and Fee Book	David Robinson, PhD
2:20pm	Faculty Senate Response to the Budget	Martina Ralle, PhD
2:40pm	Approval of Budget and Fee Book (ACTION)	Wayne Monfries
2:45pm	Report from Covington Implementation Committee	Alice Cuprill Comas Susan Bakewell-Sachs, PhD, RN
3:05pm	Update from Covington Oversight Committee	Alisha Moreland-Capuia, MD Michael Alexander, MSS
3:25pm	Anti- Racism Update - Supplier Diversity Program	Maulin Patel, MBA Ozzie Gonzales, M.Arch 1 Dana Hill, BS, CSP
3:45pm	Stepping In For Respect - Acting Against Disrespect: An Evidence-Based Model for Responding to Discriminatory Behavior	Octaviano Merecias-Cuevas, MA, HETC MBT Andrea Cedfeldt, MD
4:05pm	Meeting adjourned	

Oregon Health & Science University
Board of Directors Meeting
April 22, 2022
WebEx/ECHO 360 virtual live meeting

Following due notice to the public, the regular meeting of the Board of Directors of Oregon Health & Science University (OHSU) was held at 1:45pm at the Robertson Life Sciences Building in room 3A001 and also via virtual WebEx and YouTube links.

A transcript of the audio recording was made of these proceedings. The recording and transcript are both available by contacting the Secretary of the Board at 3225 SW Pavilion Loop, Mail Code L101, Portland, Oregon 97239. The following written minutes constitute a summary of the proceedings.

Attendance

Board members in attendance were: James Carlson, Danny Jacobs, Wayne Monfries, Ruth Beyer, Sue Steward, Steve Zika, Mahtab Brar and Susan King, in virtual attendance was Chad Paulson. OHSU staff presenting material on the agenda were Lawrence Furnstahl, Alice Cuprill Comas, Susan Bakewell-Sachs, PhD, RN, Alisha Moreland-Capuia, MD, Michael Alexander, Bridget Barnes and Brian Druker, MD. Connie Seeley, Secretary of the Board, and Alice Cuprill Comas, Assistant Secretary of the Board, were also in attendance as well as other OHSU staff members and members of the public.

Call to Order

Wayne Monfries

Mr. Wayne Monfries, Chair of the OHSU Board of Directors, called the public meeting to order at 1:50pm and welcomed all those that were in-person and virtual attendance.

Chairman's Comments

Wayne Monfries, Board Chair

Mr. Wayne Monfries opened the meeting saying it was great to be back in person with everyone. He mentioned the meeting was kicking off a bit late and they would try to make up the time during the meeting with the board secretary assigned to keep the conversations on track.

Mr. Monfries welcomed OHSU's newest board members to their first in person meeting, and mentioned board member Chad Paulson was joining the meeting virtually.

He discussed the new meeting format with the addition of bringing the senior management to the table in hopes to inspire a more productive open dialogue.

He reviewed the meeting protocol and agenda topics and then proceeded to turn the meeting over to President Jacobs.

President's Comments

Danny Jacobs, MD, OHSU President

Dr. Danny Jacobs welcomed everyone and said it was great to finally all be in the same room together.

He extended a welcome to the newest board member Susan King and the other board members and thanked them all for their service.

Dr. Jacobs stated the pandemic has changed the organization and university in so many ways and as OHSU is adapting to a post-pandemic world there are still many uncertainties going forward. He said the impact of the mission activities and communities served is widespread.

He spoke about the financial challenges ahead giving examples of decreased revenue, increased labor costs and that relying on growth would no longer be sufficient. He said they will face these challenges the same way OHSU has in its 135-year history.

Dr. Jacobs discussed their desire and efforts to improve OHSU's culture and referenced the Oversight and Implementation committees and their presentations to be heard later in the meeting.

In closing, Dr. Jacobs said they were very proud of all of the members and the work they've done while continuing their efforts to be better every day.

Approval of Minutes

Wayne Monfries

Mr. Monfries asked for approval of the minutes from the January 28, 2022 OHSU Public Board meeting. Upon motion duly made by Jim Carlson and seconded by Steve Zika, the minutes were approved by all board members in attendance.

Financial Update

Lawrence Furnstahl

Mr. Monfries recognized Lawrence Furnstahl, EVP and Chief Financial Officer.

Mr. Furnstahl presented OHSU's third quarter financial results and their improvement plans going forward.

He discussed a decline in the financial results due to the impact of the COVID 19 variants including a March year-to-date loss of \$64 million. He said the shortfall reflected lost procedural revenues and higher labor costs in OHSU health.

Mr. Furnstahl reviewed the continuing growth model of the finances for the decade pre-pandemic. He also addressed their financial challenges and discussed the six essential goals in their target plan which included increasing patient care volume and working to secure and negotiate higher patient care payment rates.

In closing Mr. Furnstahl discussed the participation of the next level of leadership in the decision-making process. He also discussed the strategy of the university and how it will affect translating the goals into actual on-the-ground operations.

Board members asked Mr. Furnstahl for further information on OLT, growth, feedback and reactions to their goals, addressing issues that don't go according to the forecast, IGT funding, state budget decisions and risk assessment.

Report from Covington Implementation Committee

Alice Cuprill Comas, Susan Bakewell Sachs, PhD, RN

Mr. Monfries recognized Alice Cuprill Comas, EVP General Counsel and Susan Bakewell-Sachs, PhD, RN, Dean School of Nursing.

Dr. Bakewell-Sachs and Ms. Cuprill Comas began by discussing the Implementation Committee charter and membership, stating the committee members are a team who are responsible for the areas implicated by the Covington Report. They also advised that committee reports are now posted on OHSU Now as well as on an external website.

Dr. Bakewell Sachs stated the committee is using at Trauma-Informed systems changed approach and applying a diversity, equity, inclusion and belonging lens to all of their work.

Ms. Cuprill Comas discussed their collaboration with the Oversight Committee and the subsets of its members including the Iterative Process and Situation, Background, Assessment, Recommendation (SBAR).

Board members asked Ms. Cuprill Comas and Dr. Bakewell-Sachs for further information on mechanisms used to complete the framework, inputs and content from workstream leaders, quick wins identified and various avenues for reporting issues.

Report from Covington Oversight Committee

Alisha Moreland-Capuia, Michael Alexander

Mr. Monfries recognized Alisha Moreland-Capuia, MD and Mr. Michael Alexander.

Dr. Moreland-Capuia and Michael Alexander provided an update from the Oversight Committee.

Dr. Moreland Capuia discussed the application of the trauma informed lens and framework. She covered the Trauma-Informed principles reflected in the process. She also covered their meeting structure including decision making, feedback and collaboration.

Mr. Alexander spoke about community agreements including dissent being welcome, extending grace, “listen to understand” versus “listen to respond” and creating a space for all voices to be heard just to name a few.

Mr. Alexander covered the Oversight Charter around its purpose and mission, the revision of the charter and the importance of a six-month re-evaluation.

Dr. Moreland Capuia discussed the tracking and monitoring progress of the recommendations, the tools that were developed and initiatives that preceeded the Covington Report. She spoke of the different ways of communication that has been keeping the OSHU community informed of the process and concluded with key elements and take-aways.

Board members asked Dr. Moreland-Capuia and Michael Alexander for further information on mini lectures and their use across the organization.

OHSU 2025 Update

Bridget Barnes

Mr. Monfries recognized Bridget Barnes, Vice President and Chief Information Officer.

Ms. Barnes presented an update related to the OHSU 2025 Strategic Plan, an update on the program status and key performance indicators.

Ms. Barnes provided an objective summary of their six goals and their objectives, target dates and the target status of each. A learner video was also presented regarding a success story within the OSHU Food Resource Center.

Ms. Barnes covered next steps including checking in with project managers, finalization of FY23 budgets and annual and quarterly KPI's.

She closed by discussing the Enterprise Program Management Office and its strategic program alignment.

Board members positively commented on the success of the OHSU Food Resource Center and had no further questions for Ms. Barnes.

Update from the Knight Cancer Institute

Brian Druker, MD

Mr. Monfries recognized Brian Druker, MD

Dr. Druker provided an update from the Knight Cancer Institute reviewing cancer philanthropy and research from the years 2010-2020.

He discussed the receipt of approximately \$400 million in donations for cancer, \$200 million in bonding authorities allowing OHSU to build the Knight Cancer Research Building and over \$1 billion invested by OHSU in people's programs.

Dr. Druker spoke of their accomplishments including OHSU being viewed as one of the national if not international leaders in early cancer detection.

He spoke about the impact of the Knight Cancer Institute and their innovative clinical trials, and their practice-based guidelines for breast, lung and colon cancer screening. He also spoke about the SMMART Trials and the Grail Pathfinder Study.

Dr. Druker mentioned the Knight Scholars and how they have trained over 60 Oregon High School students in cancer research. He closed by discussing community partnership programs and their 160 funded projects and also how they are leveraging OHSU's impact to the national stage.

Board members asked Dr. Druker for further information on research prioritization, collaboration with other entities, challenges and risks and tracking of Knight high school scholars.

Appointment of OHSU Auditor KPMG

Mr. Monfries presented OHSU Board Resolution 2022-04-03, Appointment of OHSU Auditor KPMG.

OHSU Board Resolution 2022-04-03

Mr. Monfries asked for a motion to adopt Resolution 2022-04-03. Sue Steward moved to approve the motion. Mahtab Brar seconded the motion and it was approved by all OHSU Board members in attendance.

Appointment of Committee Member

Mr. Monfries presented OHSU Board Resolution 2022-04-04, Appointment of Committee Member Susan King.

OHSU Board Resolution 2022-04-04

Mr. Monfries asked for a motion to adopt Resolution 2022-04-04. James Carlson moved to approve the motion. Ruth Beyer seconded the motion and it was approved by all OHSU Board members in attendance.

Adjournment

Wayne Monfries

Hearing no further comments or business for discussion, Mr. Monfries thanked all of the Board members and presenters for their participation. The meeting was adjourned at 4:04 pm.

Respectfully submitted,

Connie Seeley
Secretary of the Board



June 20, 2022

To: Members, OHSU Board of Directors

From: Lawrence J. Furnstahl
Executive Vice President & Chief Financial Officer

Re: Proposed FY23 Budget for June 24th Board Meeting

Enclosed for your consideration is the proposed operating and capital budget for FY23. As you know, in April the President and EVPs presented a preliminary plan that included a \$(19) million loss in FY22 and a budgeted gain of \$75 million in FY23. Areas across OHSU have worked hard to meet next year's budget targets, in an unprecedented national healthcare environment that has especially impacted OHSU Health and the School of Medicine, where 99% of clinical activity occurs.

However, further deterioration in the outlook for clinical earnings—including an FY22 May YTD loss of \$(77) million—are emblematic of the difficulty of achieving the overall level of financial performance on the schedule projected in April. We have therefore developed a proposed FY23 budget that includes balanced revenue and expense instead of \$75 million in operating income, with a corresponding reduction in the FY23 annual capital budget from \$180 million to \$110 million.

Revenues are projected to rise nearly 8% from estimated FY22 levels to \$4.3 billion next year, with 9% recovery in surgical volume plus an incremental \$20 million in State appropriations for the 30-30-30 program to increase healthcare graduates and learner diversity. Expense growth is kept to 6%, with a reduction in healthcare contract labor from a peak of 440 FTEs in FY22 Q3 to a low of 95 FTEs in FY23 Q4, for a 50% decrease in contract labor costs on average from this year to next year. We target to realize another \$25 million in earnings through FY23 while also developing contingency plans if financial performance continues to deteriorate.

We recognize the seriousness of the financial situation. We are completing action plans that can be executed now, with specific timelines, metrics and leadership accountabilities. Top priorities are:

- Replacing traveler nurses & other contract labor with full-time employees.
- Fully deploying the operating rooms.
- Continuing to grow pharmacy, imaging & other complex services with rapid pay-back periods.
- Negotiating commercial contract rates that reflect higher-inflation environment.
- Strictly controlling hiring with focus on high-priority / high-return areas & safety.
- Identifying programs & positions to cut if financial performance continues to fall short.

- Working with private, public and philanthropic partners to support strategic priorities and relieve budget pressures wherever possible.
- Securing experienced clinical operations experts for an advisory committee to help ensure we achieve these top priorities.

Revised projections through FY27 carry forward the impact of lower operating earnings and investment returns in FY22 and FY23, as well as higher inflation, offset in part by reductions to capital spending and more aggressive fundraising targets. The net impact of the revised assumptions, opportunities and actions reduce the projected FY27 EBITDA margin from 10.4% shared in April to 8.1% shown here, but up from 4.4% this year. They generate \$3 billion in sources of cash compared to \$2.7 billion in uses, for net positive cash flow of \$300 million over 6 years from FY22 through FY27. OHSU-held cash & investments grow in line with 3.5% inflation to \$1.7 billion but below the 8% annual increase in spending, thus resulting in lower days cash on hand.

Prior to COVID, OHSU’s financial model relied on sustained growth across missions both to serve the people of Oregon and to offset the chronic gap between payment rate growth and wage & cost inflation, by spreading fixed costs across a wider base. In addition, OHSU captured new resources from IGT leverage of federal Medicaid match, non-hospital pharmacy services, and major gifts. This model, by requiring ongoing growth and new revenue sources, was not inherently stable, however it did secure nearly a decade of 7% top line growth, competitive pay, and 4.5% – 5% operating margins to fund investment in programs and capital.

The pandemic knocked OHSU—and AHCs across the nation—off this path with a “perfect storm of expense, volume, and revenue pressures” (as Kaufman Hall reports). The proposed FY23 budget and essential targets through FY27 seek to return OHSU to a sustainable path of growth while recognizing the lasting impact of COVID on our people, programs and finances. By balancing operating revenues and expenses, investment return and gifts, capital spending and cash flow during the hospital expansion construction period, the revised plan presented here both draws upon and maintains OHSU’s long-term capacity to finance its missions of patient care, research, education and outreach for Oregon.



OHSU Onward: Proposed FY23 Operating & Capital Budget

OHSU Board of Directors / June 24, 2022

Table of Contents

	<u>Page</u>
Introduction & Management Priorities	2 – 7
Overview of Proposed FY23 Budget	8 – 11
Healthcare & School of Medicine	12 – 26
Education, Research, Faculty Compensation & Central Services	27 – 38
Proposed Capital Budget & Cash Flow	39 – 44
Financial Projections through FY27	45 – 56
Conclusion	57
Appendix: FY22 May YTD Financial Results	58 – 64

Introduction

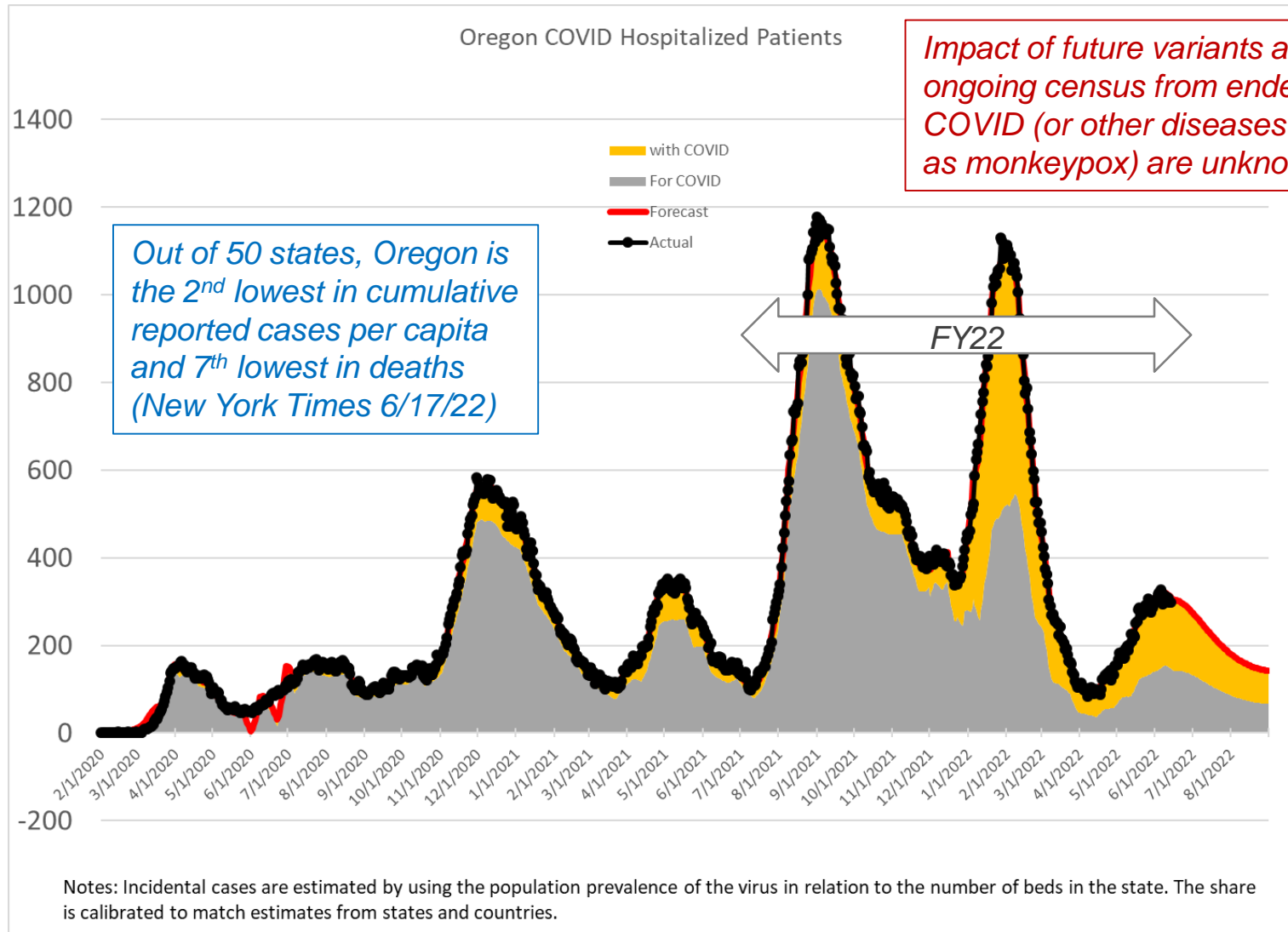
- In April, the President and EVPs together presented to the Board a preliminary plan that included a \$(19)m loss in FY22 and a budgeted gain of \$75m in FY23.
- Areas across OHSU have worked hard to meet next year's budget targets, in an unprecedented national healthcare environment that has especially impacted OHSU Health and the School of Medicine, where 99% of clinical activity occurs.
- However, further deterioration in the outlook for clinical earnings—including an FY22 May YTD loss of \$(77)m—are emblematic of the difficulty of achieving the overall level of financial performance on the schedule projected in April.
- We have developed a proposal for the FY23 budget that includes:
 - Balanced revenue & expense instead of \$75 million in operating income
 - \$64m in increased spending for OHSU Health plus \$19m for the School of Medicine, offset in part by eliminating the remaining budget for the OHSU Incentive Plan (gainsharing may be funded with positive operating income if any at year-end)
 - Reduction in FY23 annual capital budget from \$180 million to \$110 million
 - Target to realize another ~\$25 million in earnings through FY23 while also developing contingency plans if financial performance continues to deteriorate.

Top Management Priorities Going Into FY23 Budget

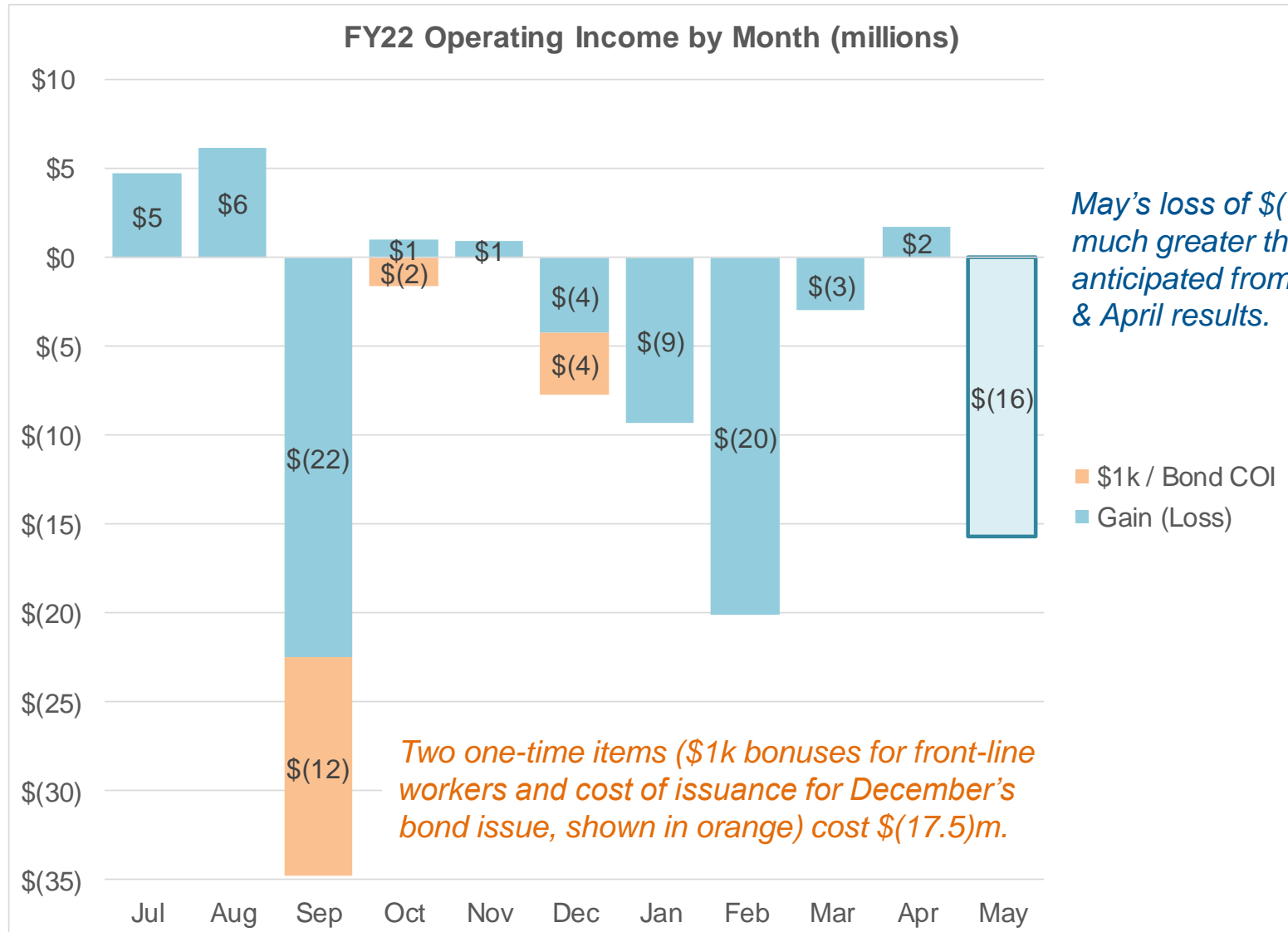
We recognize the seriousness of the financial situation. This month we are completing action plans that can be executed now, with specific timelines, metrics and leadership accountabilities. Top priorities are:

- 1) Replacing traveler nurses & other contract labor with full-time employees.
- 2) Fully deploying the operating rooms.
- 3) Continuing to grow pharmacy, imaging & other complex services with rapid pay-back periods.
- 4) Negotiating commercial contract rates that reflect higher-inflation environment.
- 5) Strictly controlling hiring with focus on high-priority / high-return areas & safety.
- 6) Identifying programs & positions to cut if financial performance continues to fall short.
- 7) Working with private, public and philanthropic partners to support strategic priorities and relieve budget pressures wherever possible.
- 8) Securing experienced clinical operations experts for an advisory committee to help ensure we achieve these top priorities.

September Delta + February Omicron Surges in OR



Gain (Loss) Had Followed Delta/Omicron Surges



May Results Show \$(16)M Loss

- The proposed FY23 budget was developed with financial information through April YTD (10 months).
- We closed May books on June 9th and the results are not good, adding even more urgency to the budget situation.
- Compared to a March month loss of \$(3)m and an April gain of +\$2m, and the slight gain we had expected, May has a loss of nearly \$(16)m for the month, largely due to a decline in patient revenue from March and April, despite good volume.
- Stronger patient activity in May was more than offset by a shift in payer mix from managed care to Medicaid (which pays half as much), lower-than-prior trend Rx sales, continued high contract labor, and a loss at Hillsboro Medical Center.
- Two things that have helped mitigate the financial impact of COVID so far have been steady payer mix and strong Rx sales.
- Both moved against us in May.
- This appears to be a temporary variation rather than the start of a longer-term trend. The underlying pressure of high labor costs is so great, that if any other factor moves in a negative direction, the month's results move sharply negative.

May Results Show \$(16)M Loss (continued)

- Through 11 months OHSU has a YTD operating loss of \$(77.5)m, which is now \$(102)m off budget and \$(133)m off last year, on 9% year-over-year revenue growth but 13.5% expense growth, including 14% labor cost growth.
- The YTD loss includes \$(17.9)m of deficit support to Hillsboro and Adventist Portland, which like many US hospitals are losing money with high contract labor costs.
- Of the shortfall from budget through May, \$(129)m is in Healthcare + School of Medicine, the locus of almost all clinical activity; this variance is up from \$(108)m through April. AHCs across the country are experiencing similar trends.
- See Appendix for detailed FY22 May YTD financial results.

FY22 May YTD Results	FY21	FY22	FY22	Actual -	Actual /
11 Months (millions)	Last Year	Budget	Actual	Budget	Last Year
Operating revenue	\$3,310	\$3,538	\$3,617	\$79	9.3%
Salaries & benefits	1,993	2,172	2,270	97	13.9%
Supplies & services	1,067	1,128	1,201	73	12.5%
Depreciation & interest	195	213	224	11	15.1%
Operating expense	3,255	3,513	3,694	181	13.5%
Operating income (loss)	\$56	\$25	\$(77)	\$(102)	
Operating margin	1.7%	0.7%	-2.1%	-2.8%	
EBITDA margin	7.6%	6.7%	4.0%	-2.7%	

Overview of Proposed FY23 Budget

- In a national environment of hospital losses, the FY23 budget proposes balanced revenues and expenses of \$4.3 billion for an EBITDA margin (before depreciation & interest) of 5.7%, up from 4.4% in FY22.
- Revenues are projected to rise nearly 8% from estimated FY22 levels with 9% recovery in surgical volume, plus an incremental \$20m in State appropriations for the 30-30-30 program to increase healthcare graduates and learner diversity.
- Expense growth is kept to 6%, with a reduction in healthcare contract labor from a peak of 440 FTEs in FY22 Q3 to a low of 95 FTEs in FY23 Q4, for a 50% decrease in contract labor costs on average from this year to next year.

OHSU Budget Summary (millions)	FY21 Actual	FY22 Budget	FY22 Estimate	FY23 Proposed	Proposed / Estimate
Operating revenue	\$3,664	\$3,876	\$3,963	\$4,274	7.8%
Non-contract compensation	2,176	2,362	2,386	2,574	7.9%
Contract staff costs	22	12	94	47	-50.0%
Supplies & services	1,182	1,230	1,308	1,407	7.5%
Depreciation & interest	212	233	245	246	0.4%
Operating expense	3,591	3,838	4,033	4,274	6.0%
Operating income (loss)	\$72	\$39	\$(70)	\$0	
Operating margin	2.0%	1.0%	-1.8%	0.0%	
EBITDA margin	7.8%	7.0%	4.4%	5.7%	

Budget-to-Budget Growth in Revenue & Expense

- Another perspective on the proposed FY23 budget is provided by comparison to the FY22 budget approved by the Board one year ago. Budget-to-budget, revenues are up 10.3%, with a 37% increase in State funds from IGT and 30-30-30 funds.
- Budgeted compensation costs rise 9.8% (10.4% including the 30-30-30 program). Rx & medical supply costs are up 19% with shift toward non-hospital pharmacy services.

Budget-to-Budget Growth (millions)	FY22 Budget	FY23 Proposed	FY23P / FY22B
Net patient revenue	\$2,634	\$2,888	9.7%
IGT + State appropriations	176	241	37.3%
All other revenues	1,067	1,145	7.3%
Operating revenue	3,876	4,274	10.3%
Salaries & benefits:			
Healthcare	1,069	1,194	11.7%
School of Medicine	825	904	9.6%
Restricted funds (grants)	205	210	2.5%
All other University	264	298	13.2%
<i>Subtotal before 30-30-30</i>	<i>2,362</i>	<i>2,606</i>	<i>10.3%</i>
Rx & medical supplies	654	778	19.0%
Other services & supplies	577	624	8.3%
30-30-30 program costs	0	20	
Depreciation & interest	233	246	5.6%
Operating expense	3,826	4,274	11.7%
Operating income	\$51	\$0	

Revenue & Expense Detail in Proposed Budget

OHSU Budget Detail (millions)	FY21 Actual	FY22 Budget	FY22 Estimate	FY23 Proposed	Proposed / Estimate
Net patient revenue	\$2,451	\$2,634	\$2,661	\$2,888	8.5%
Medical contracts	128	165	157	173	10.2%
Grants & contracts	513	496	528	527	-0.3%
Gifts applied to operations	75	98	83	94	13.6%
Tuition & fees	83	84	84	82	-3.2%
State appropriations	44	40	53	61	15.0%
Other revenues	226	224	233	270	15.8%
IGT funding	144	136	164	180	9.7%
Operating revenues	3,664	3,876	3,963	4,274	7.8%
<i>% growth over prior year</i>	<i>8.1%</i>	<i>5.8%</i>	<i>8.2%</i>	<i>7.8%</i>	
Salaries & benefits	2,198	2,374	2,480	2,621	5.7%
Rx & medical supplies	623	654	717	778	8.5%
Other services & supplies	559	577	592	629	6.4%
Operations expense	3,380	3,605	3,788	4,028	6.3%
<i>% growth over prior year</i>	<i>5.4%</i>	<i>6.7%</i>	<i>12.1%</i>	<i>6.3%</i>	
EBITDA	284	271	175	246	40.6%
Depreciation	179	197	199	202	1.6%
Interest	33	35	46	43	-5.2%
Total expenses	3,591	3,838	4,033	4,274	6.0%
<i>% growth over prior year</i>	<i>5.0%</i>	<i>6.9%</i>	<i>12.3%</i>	<i>6.0%</i>	
Operating income	\$72	\$39	\$(70)	\$0	
<i>EBITDA margin</i>	<i>7.8%</i>	<i>7.0%</i>	<i>4.4%</i>	<i>5.7%</i>	
<i>Operating margin</i>	<i>2.0%</i>	<i>1.0%</i>	<i>-1.8%</i>	<i>0.0%</i>	
<i>Compensation / gross margin</i>	<i>72.3%</i>	<i>73.7%</i>	<i>76.4%</i>	<i>75.0%</i>	

3% Budgeted Increase in FTEs for FY23

- With 5% aggregate activity growth in FY23 and 47% variable staffing, we plan 2.3% growth in FTEs or ~400 new positions (47% x 5% = 2.35%).
- An additional 110 FTEs are funded from Adventist Health Portland and Hillsboro Medical Center revenues, for operating costs of OHSU Epic at AHP and the 2nd year of residents at HMC.
- Another 24 FTEs are allocated for HR / Covington efforts plus design & construction staff paid from the OHEP capital budget.

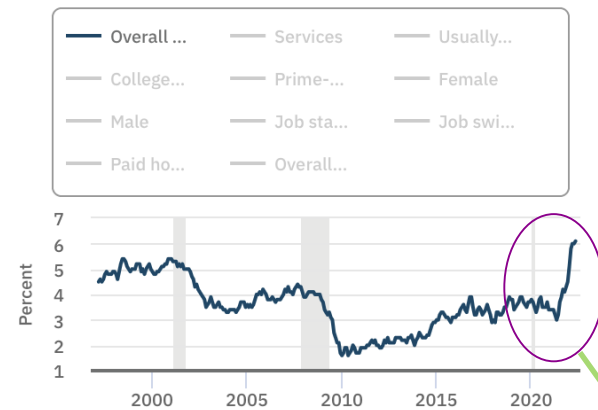
FY23 Increase in Full-Time Equivalent Staff	FTEs	% Growth
<i>FY22 Pay Period 11 FTEs + 423 Contract Labor FTEs</i>	<i>17,199</i>	
FY22 Budgeted FTEs (before 2% vacancy factor)	17,324	
Lab, Imaging & Therapy	57	0.3%
Oncology Service Line	54	0.3%
Doernbecher	36	0.2%
Pharmacy	22	0.1%
Adult Inpatient and Emergency Department	22	0.1%
All Other Healthcare Growth	31	0.2%
School of Medicine Faculty	57	0.3%
All Other School of Medicine Growth	67	0.4%
Increase in HC + SOM Base Budget FTEs	345	2.0%
Chief Research Officer Areas	25	0.1%
Provost Areas	17	0.1%
Central Services	13	0.1%
Increase in Other University Base Budget FTEs	55	0.3%
FY23 Base Budget FTEs	17,724	2.3%
OHSU Epic Implemented at Adventist Health Portland	93	0.5%
2nd Year Residents at Hillsboro Medical Center	17	0.1%
Human Resources / Covington / Anti-Racism Initiatives	19	0.1%
Staff Paid from Hospital Expansion Capital	5	0.0%
Increase in Externally / Specially Funded Programs	134	0.8%
FY23 Total Budget FTEs	17,858	3.1%

Recent Surge in US Wage & Cost Inflation

- Both wage growth (left chart) and overall inflation (center chart) have spiked, but of all major components of the Consumer Price Index, hospital services (which are highly regulated) have increased the least (bottom of right chart).
- *Although the spike in inflation is widely expected to moderate, the gap between OHSU's payment rate growth and wage & cost inflation is widening.*

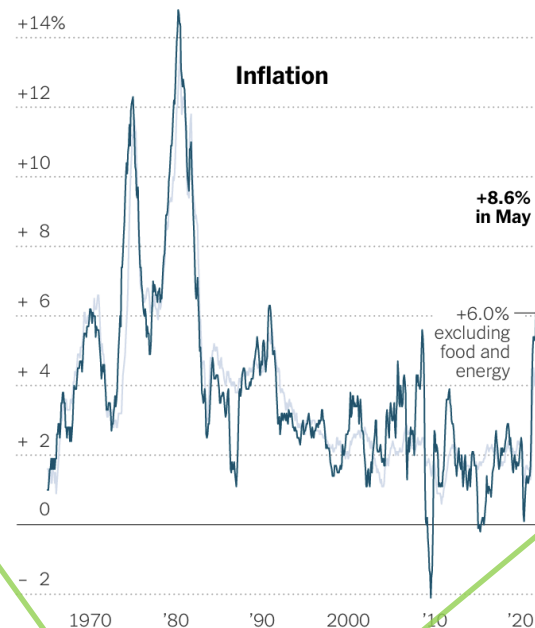
Wage Growth Tracker

three-month moving average of median wage growth, hourly data



Sources: Current Population Survey, Bureau of Labor Statistics and author's calculations

FEDERAL RESERVE BANK of ATLANTA



Source: New York Times, 6/10/22

Annual price changes in March

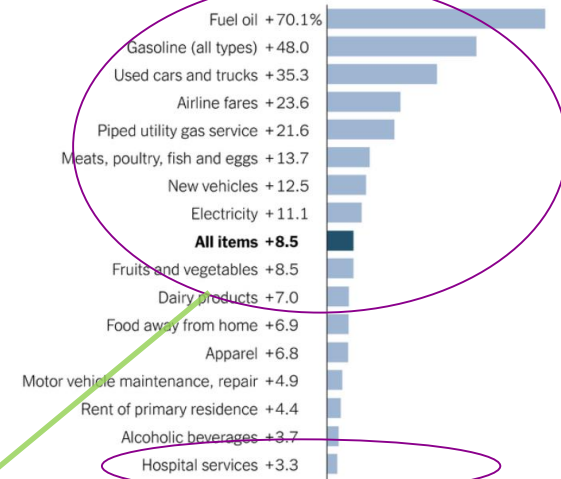


Chart shows year-over-year changes in select categories of the Consumer Price Index. | Source: Bureau of Labor Statistics

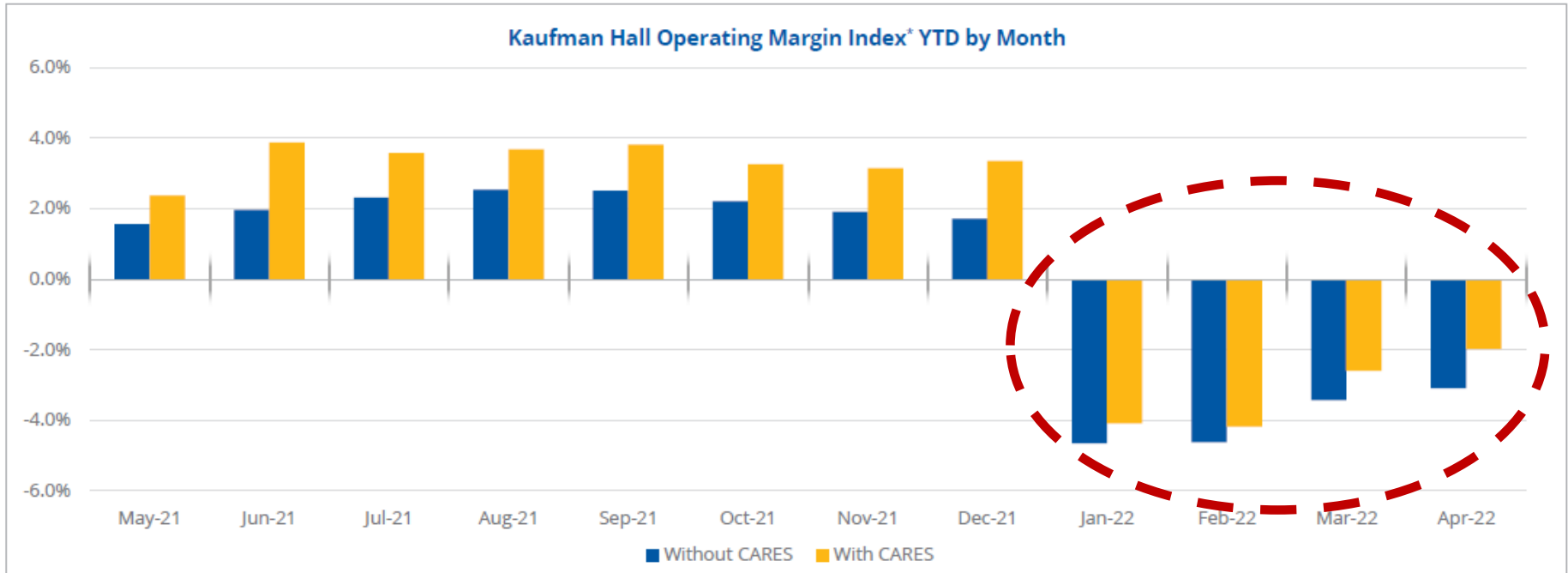
Source: New York Times, 4/13/22

Services and Supplies Purchased

Services Paid



US YTD Hospital Margins in 2021 & 2022



Source: National Hospital Flash Report (May 2022)

In the first four months of 2022, hospitals saw dramatic declines in YTD operating margin in a perfect storm of expense, volume, and revenue pressures attributable largely to the effects of COVID.

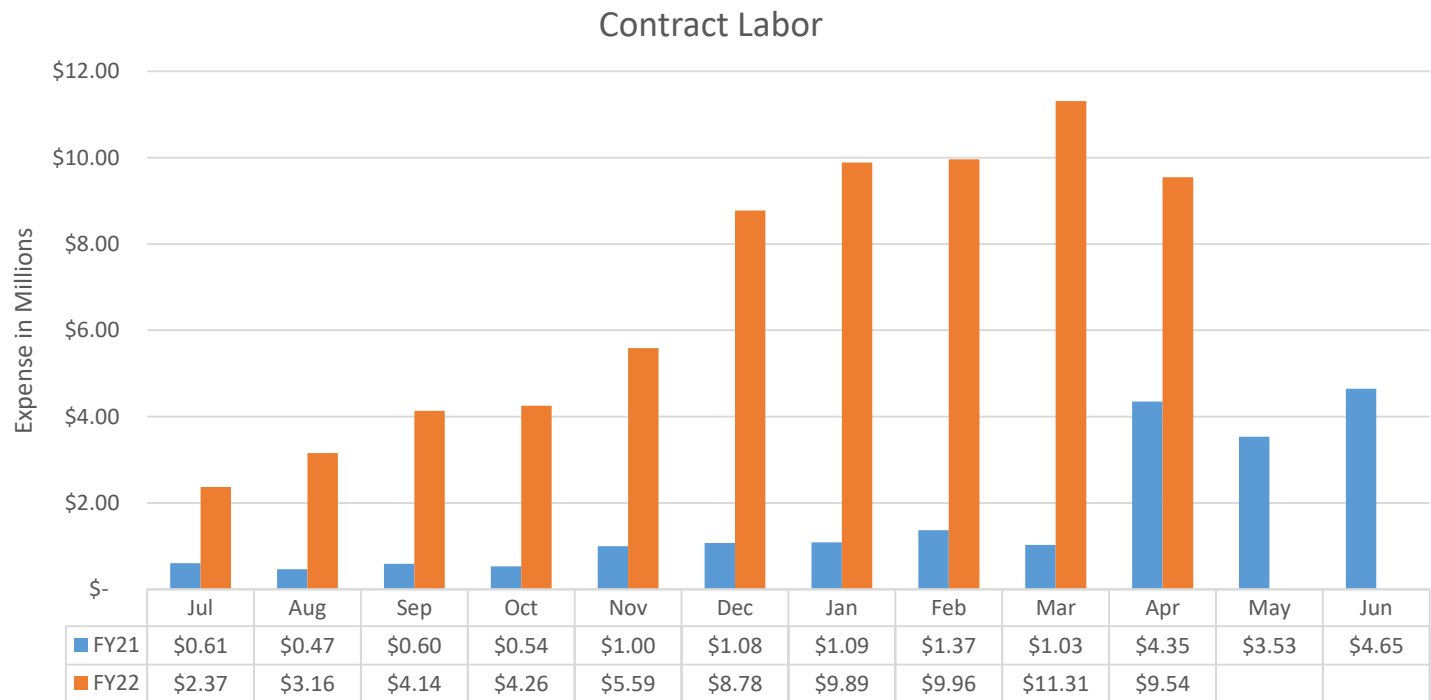
National Perspective from Kaufman Hall

- Nationally, hospital labor expenses increased by more than one-third from pre-pandemic levels
- The largest increases were in the South and West, while the highest expense levels consistently were in the West and Northeast/Mid-Atlantic
- Contract labor as a percentage of total labor expenses increased more than five times the rate from prepandemic levels
- As of March 2022, the median wage rate for contract nurses had risen to more than three times that of employed nurses

Source: Kaufman Hall: A Special Workforce Edition of the National Hospital Flash Report, May 11, 2022. See KaufmanHall.com.

FY21 & FY22 YTD Contract Labor in Healthcare

- Staff Vacancies of more than 1,000 positions, versus a pre-Covid trend of 600 vacancies, have increased the need to use contract labor “travelers” in all areas.
- Utilization of contract labor is at an all-time high at between 400 – 450 positions per month in the 3rd and 4th quarters, versus less than 100 per month in pre-COVID years.
- As of May 23rd, contract labor offset roughly 40% of all vacancies.



FY23 OHSU Healthcare Direct Margin Budget

OHSU Health Care in \$1,000's	FY2022 Year-End Projection	FY2023 Forecast	May TARGET	FY23 to TARGET Variance	% Change FY23 to FY22 Projected
Net Patient Revenue	\$ 2,178,354	\$ 2,374,095	\$ 2,351,219	\$ 22,876	8.99%
Other Revenue	239,823	269,948	263,587	6,361	12.6%
Total Operating Revenue	2,418,177	2,644,043	2,614,806	29,237	9.34%
Salaries and Benefits	1,151,614	1,193,580	1,186,559	(7,021)	3.6%
Non-Salary Expenses	914,697	979,990	957,774	(22,216)	7.1%
Direct Operating Expenses	2,066,311	2,173,570	2,144,333	(29,237)	5.19%
Direct Margin	351,866	470,473	470,473	0	33.7%
Other Operating Expenses	260,446	274,444	274,444	0	5.4%
Total Margin	\$ 91,420	\$ 196,029	\$ 196,029	\$ -	114.4%
Direct Margin %	14.6%	17.8%	18.0%		
EBIDA	9.5%	13.0%	13.1%		
Total Margin	3.8%	7.4%	7.5%		

FY22 Projection includes \$20M in one-time payments that are not expected to continue in FY23. Excluding those items, the salary and benefit expense increase is 5.5%



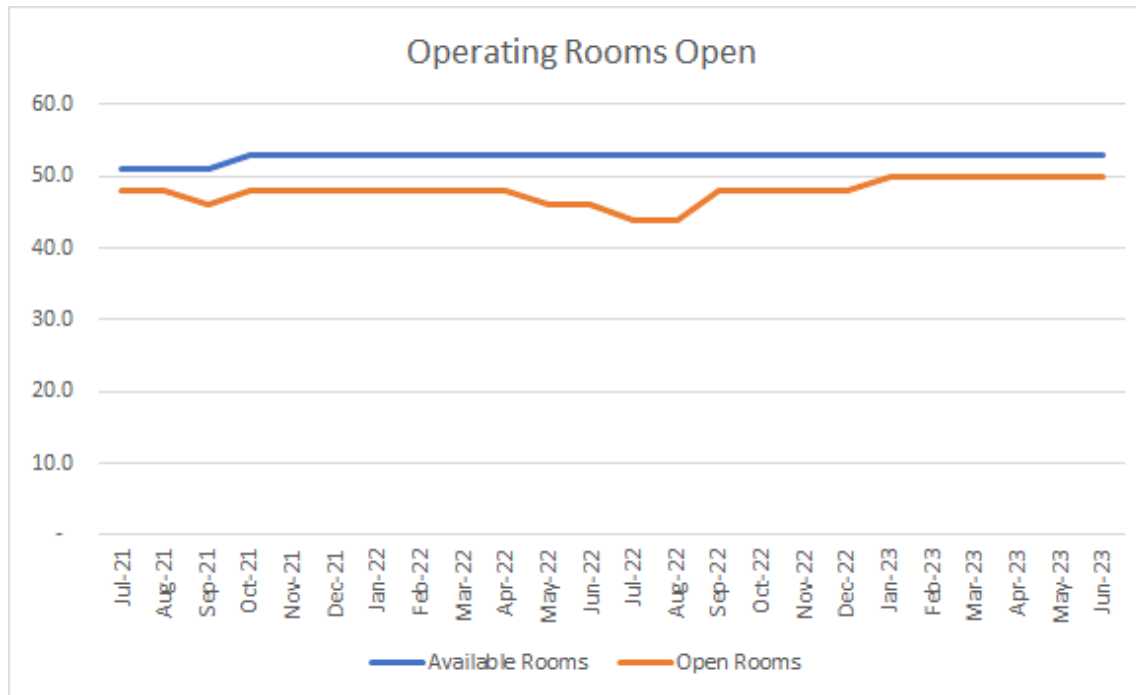
FY23 Patient Care Volume Assumptions

	FY22 Budget	FY22 Proj	FY23 Budget	FY23 to FY22 Proj
Gross Patient Revenue (\$000s)	\$ 5,642,651	\$ 5,698,246	\$ 6,280,185	↑ 10.21%
Net Patient Revenue (\$000s)	\$ 2,163,827	\$ 2,178,354	\$ 2,374,096	↑ 8.99%
Inpatient admissions	26,858	26,055	26,576	↑ 2.00%
Average length of stay (ALOS)	6.70	6.80	6.70	↑ -1.47%
Average daily census (ADC)	467.8	461.1	463.4	↑ 0.50%
Casemix index (CMI)	2.50	2.48	2.50	↑ 0.81%
Observation Patients	4,080	3,477	3,547	↑ 2.00%
Day Patients	40,118	37,280	38,026	↑ 2.00%
Surgical cases	35,194	32,533	35,577	↑ 9.36%
Inpatient Surgical cases	11,527	10,988	12,119	↑ 10.29%
Outpatient Surgical cases	23,667	21,545	23,458	↑ 8.88%
Emergency visits	39,944	48,661	48,838	↑ 0.36%
Outpatient (OP) share of activity	56.3%	56.9%	56.9%	↑ 0.07%
CMI/OP adjusted admission	153,647	149,922	154,302	↑ 2.9%

Target = 8.2%
(5.7% Volume Plus 2.5% Rate)



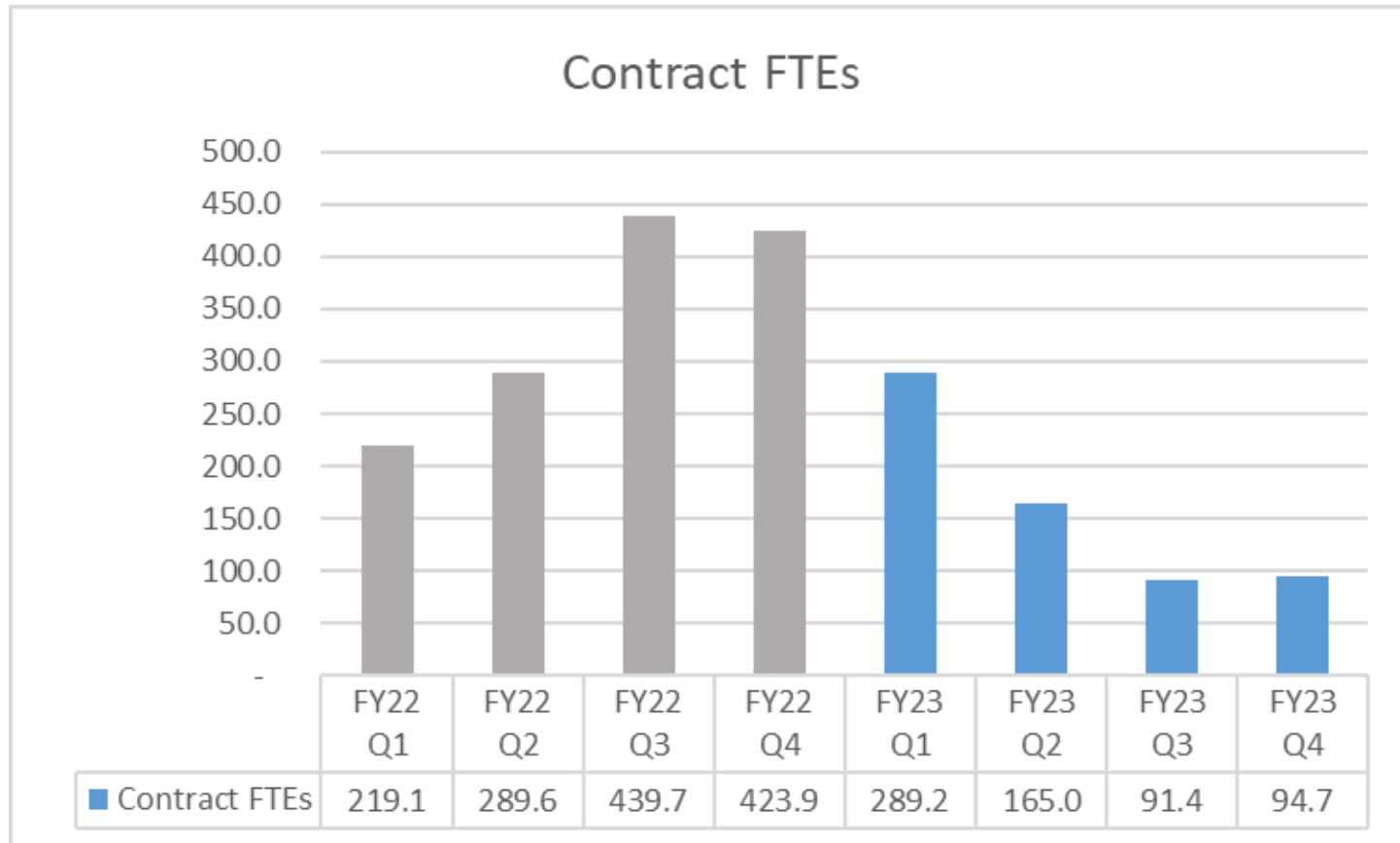
Projected OR Capacity: FY22 Q4 – FY23



Fully operational OR Capacity:

- 53 Rooms
 - 44 Adult
 - 9 Pediatric
- Due to Anesthesia and bedside staffing constraints OR rooms will be closed FY22 Q4 and FY23 Q1
- 1 Room will open in FY23 Q2
- 1 additional will open in FY23 Q3.

Healthcare Contract Labor Assumptions



Healthcare Salary & Benefit Growth – FY23 Budget

FTE growth is a portion of the overall salary growth from FY22 Budget. In addition to FTEs, FY23 budget projects a continued reliance on Contract Labor at higher payment rates than OHSU employees, as well as increases in OHSU wages & benefits.

OHSU Health Care in \$1,000's	FY2022 Budget	FY2023 Forecast	% Change FY23 to FY22 Budget
Salaries and Benefits	\$ 1,068,898	\$ 1,193,580	11.7%

Components of Salaries and Benefits Increase			
Increase in FTE's			4.2%
Partner Supported FTE Increase			1.2%
Increase Contract Labor Expense			2.9%
Salary and Benefit Rate Increase			3.4%
Total Salaries and Benefits Increase			11.7%

Healthcare Budget Risks

Revenue Risks

- COVID surge with new variants
- Surgical volume
- Bed closures due to nursing and bedside staffing
- Payer negotiations and federal payment changes
- 340B legislation
- Telehealth legislation

Expense Risks

- Contract labor
- Anesthesia staffing
- Access checkpoint staffing needs
- Union negotiations and strike risk
- Supply and pharmaceutical inflation

School of Medicine Budget – The Way Forward

Principles: Transparent approach led by departments.

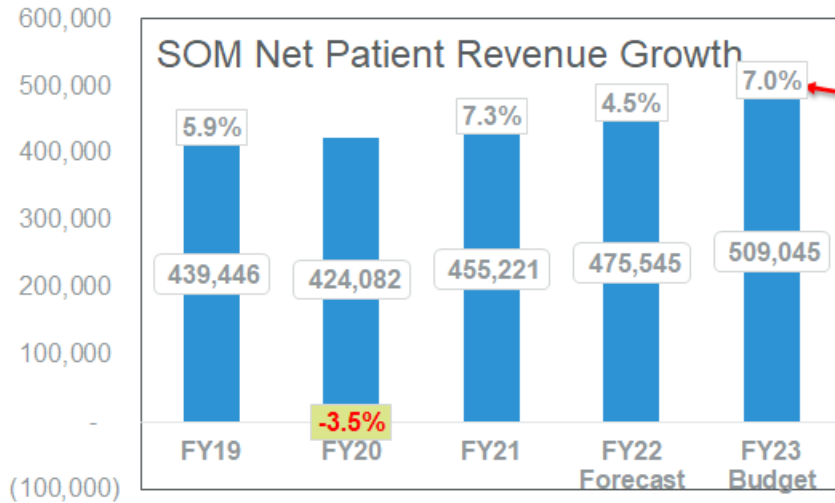
1. Targeted Clinical Growth in collaboration with OHSU Health

- Rapidly grow high complexity, high margin groups (e.g., oncology, neuro, pulmonary, cardiac, GI)
- Targeted recruitment across departments based on the selected groups.
- Closely analyze clinical FTE of all providers and increase in high margin groups.
- Monitor EPIC scheduling template utilization for all providers to:
 - 1) fully understand available cFTE (using QGenda / CANDID systems)
 - 2) ensure we are fully scheduling available cFTE to meet patient demand
 - 3) optimize utilization of providers in clinic schedules
 - 4) match provider availability with areas of highest need / highest margin.
- Develop clinic staffing matrix for each program to better understand the relationship between volumes and staff.

2. Research Programs

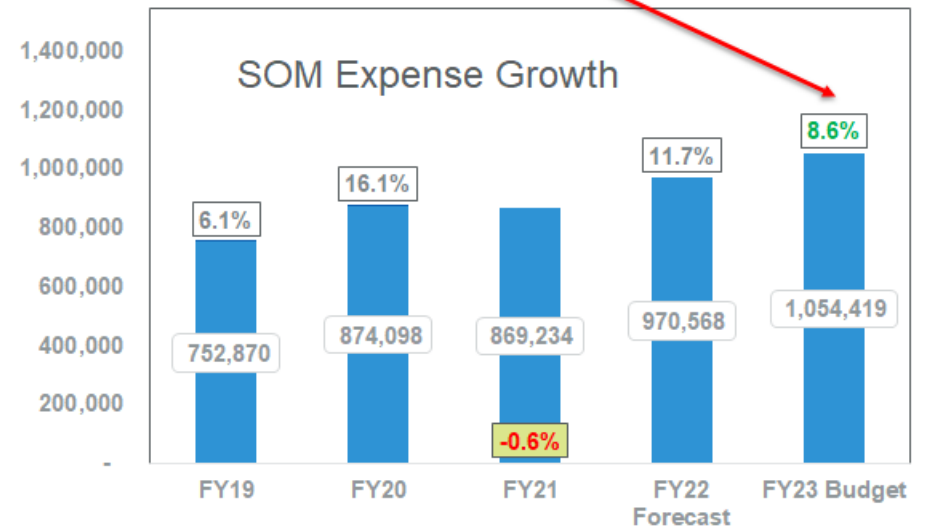
- Maximize external funding in SoM by working with departments on a thorough analysis of department funded research and institutional support.
- Refine compensation plan, specifically on Institutional Support and Bridge Funding (e.g. unrestricted funds that supplement grant funding of faculty salaries).

Trend in SoM Patient Revenue & Expense Growth



Revenue Adjustments: PBB, IDC'S, State Appropriations, not included in above numbers

Expense growth outpacing revenue growth



Expense Items Adjusted: Practice Support & R&E, not included in these numbers

School of Medicine FY23 Budget Risks

- Revenue Budget:
 - Medical Contract revenue growth could be too high due to dissolution of Mid-Columbia Medical Center contract and funds flow changes with Adventist Health
 - Tuition revenue could decline slightly in FY23 based on current enrollment
 - Gift revenue is partially a function of gift spending that may occur more slowly
 - Indirect Cost Recovery revenue from grants could increase more slowly than expected due to staffing challenges and delays in research
- Expense Budget:
 - Budget already includes \$12 million vacancy factor
 - Salary expense higher than expected due to new research compensation plan (salary increases plus revised “Institutional Support”); research staff equity adjustments of >\$2m; AFSCME and UA adjustments; HMC and Adventist staff moving to OHSU P&L
 - Already removed all NEW positions from budget that do not have Position Management Committee approval and are not Grant / Contract / Gift Funded

SoM: What Else Can We Do to Close the Gap?

- Seek input from departments about what we can stop doing—what programs do we need to outsource or close
- Partner with Foundation to explore additional philanthropic opportunities
- Refine compensation plan to better align faculty effort, revenues and pay
- Standardize and simplify administrative functions (one-time payments spreadsheet, timekeeping, easy access to credentialing information, position request and approval process)
- Ask departments to review all positions that are currently posted to see what can be delayed or discontinued based on the targeted clinical growth and research criteria in “Way Forward” slide
- Continue to integrate hiring process with healthcare by:
 - 1) create pro-formas that include SOM and HC faculty and staff as well as joint ROI
 - 2) limit position requests to those services that HC and SOM declare are areas of targeted growth

OHSU 30-30-30: Building a Healthier Future

- By 2030, OHSU will achieve the following:
 - **30%** aggregate increase in enrollment in select health professions programs and
 - At least **30%** of all students at OHSU are from diverse populations
- \$45m investment in FY23:
 - \$25m match to the OHSU Sprint Campaign (OHSU Foundation to raise \$25m, State matches \$25m)
 - \$20m per year starting in FY23 to support program goals (\$40m increase in State appropriations per biennium)

OHSU 30-30-30: Building Workforce Capacity

Building Workforce Capacity: *Establish New Degree & Post-Graduate Programs*

- Advanced Practice Provider Fellowships (4 new ones, including Oncology and Behavioral Health)
- Create a new health care profession programs such as a BS in Respiratory Therapy

Building Workforce Capacity: *Increase Enrollment in Existing Degree & Post-Graduate Programs*

- **Undergraduate Nursing**

- OCNE
- RN/BS
- Portland BSN
- Accelerated Baccalaureate

- **Other Masters Programs**

- Graduate Programs in Human Nutrition
- Physician Assistant
- Master of Public Health

- **Post Graduate Programs**

- Advanced Education Dentistry Programs

- **Graduate Nursing**

- Master of Nursing Education
- DNP (7 Programs)
- PhD

- **Other Doctoral Programs**

- MD
- PhD Clinical Psychology

Building Diversity & Educational Capacity

Building Student and Workforce Diversity: *Pathway Programs*

- AHEC (AHEC Scholars, MedQuest, Pre-Health Society, Rural Outreach and Pathways)
- On Track OHSU! (South Coast; NE Oregon; PPS; Woodburn; Klamath Falls)
- Wy'East (expand Wy'East into dentistry, nursing, public health, and others)
- Scholarships for career advancement for employees at OHSU

Building Educational Capacity: *Exploring Partnerships*

- Articulation Programs (nursing, respiratory therapy, and others: community college and public health baccalaureate students)
- Nursing Faculty Capacity Building statewide (Recruitment, Preparation and Support Program)
- Training Sites for Associated Programs (e.g., medical assistants, care coordination workers, etc.)
- Securing and Growing Placement Slots across Oregon
- Alumni relations as mentors, potential donors and community leaders

Comprehensive, Full Cycle Support & Services

Exploratory Pathways

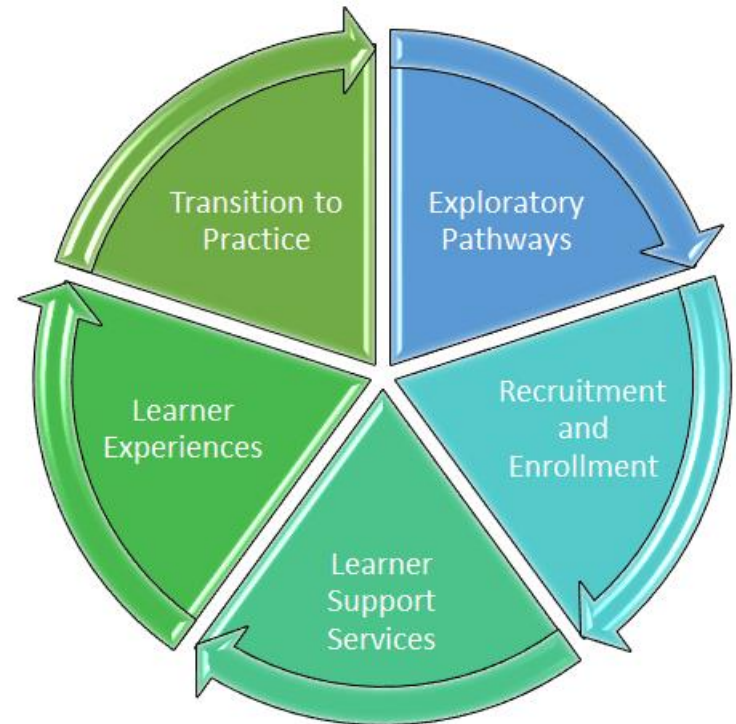
- AHEC
- On Track OHSU!
- Wy'East

Recruitment and Enrollment

- Scholarships
- Loan Forgiveness
- Loan Repayment

Learner Support Services

- Accommodations, Addressing Food Insecurity
- Behavioral Health Services, Comprehensive Health Services, Emergency Fund, Housing Assistance
- Learner Placement
- Mentoring, Tutoring and Learner Support
- Wellbeing Programming



Comprehensive, Full Cycle Support & Services

Enhanced Education and Training Experiences for Learners

- Advanced Diagnostics and Therapeutics (e.g., POCUS)
- Campus for Rural Health (increase rotations, increase housing, expand interprofessional community projects, establish a new North Coast Hub), Interprofessional Experiences, Rural and Under-served Experiences
- Leadership Training, Service Learning Opportunities and Community Engagement (e.g., Bridges)
- Simulation, Telehealth Skills

Transition to Practice

- Continuing Education (including ECHO)
- Educational Home (2025 Goal)
- Practice Recruitment into Underserved Areas (Office of Rural Health)
- Transition to Practice Program (e.g., nurse residency)

2% Proposed Tuition Increase + Tuition Promise

FY23 budget keeps tuition increases for entering students to 2%. For programs in the OHSU Tuition Promise, continuing students have no tuition increase (see next 2 pages).

	Tuition Increase		Resident Tuition	Fees	2022-23 Total
	Resident	Non-Resident			
Medicine – MD ¹	2.00%	2.00%	\$46,148	\$9,362	\$55,510
Dentistry – DMD ¹	2.00%	2.00%	\$47,984	\$18,512	\$66,496
Medicine – Physician Assistant ¹	1.99%	1.99%	\$42,444	\$9,970	\$52,414
Medicine – Human Nutrition ²	1.92%	1.92%	\$31,005	\$7,895	\$38,900
Medicine – Radiation Therapy ¹	1.84%	1.87%	\$21,868	\$9,109	\$30,977
Nursing – Undergraduate OCNE ²	1.95%	2.00%	\$13,794	\$7,658	\$21,452
Nursing – Undergraduate Accelerated BS ¹	1.94%	1.99%	\$34,620	\$9,970	\$44,590
Nursing – Graduate Nurse Practitioner ³	1.97%	1.98%	\$24,228	\$7,895	\$32,123
Nursing – Graduate Nurse Anesthesia ⁴	1.94%	1.98%	\$40,272	\$9,970	\$50,242

¹Based on four terms of enrollment

²Based on three terms of enrollment

³Based on three terms of enrollment at 12 credits each — actual enrollment may vary

⁴Based on four terms of enrollment at 12 credits each — actual enrollment may vary

Proposed Tuition for Tuition Promise Programs

OHSU 2022-23 Percentage Change in Per Term Full-Time Tuition							
	Approx.	2021-22	2022-23		2021-22	2022-23	
	Terms of	Resident	Resident	Percent	Non-Res	Non-Res	Percent
	Attendance	Tuition	Tuition	Increase	Tuition	Tuition	Increase
Returning Tuition Promise Programs							
MD 2nd Year	4	\$11,311	\$11,311	0.00%	\$17,387	\$17,387	0.00%
MD 3rd Year	4	\$11,089	\$11,089	0.00%	\$17,046	\$17,046	0.00%
MD 4th Year	4	\$10,872	\$10,872	0.00%	\$16,711	\$16,711	0.00%
MD/MPH 2nd Year	4	\$10,411	\$10,411	0.00%	\$15,980	\$15,980	0.00%
MD/MPH 3rd Year	4	\$10,210	\$10,210	0.00%	\$15,668	\$15,668	0.00%
MD/MPH 4th Year	4	\$10,012	\$10,012	0.00%	\$15,361	\$15,361	0.00%
MD/MPH 5th Year	4	\$9,782	\$9,782	0.00%	\$14,882	\$14,882	0.00%
DMD 2nd Year	4	\$11,761	\$11,761	0.00%	\$18,982	\$18,982	0.00%
DMD 3rd Year	4	\$11,530	\$11,530	0.00%	\$18,609	\$18,609	0.00%
DMD 4th Year	4	\$11,304	\$11,304	0.00%	\$18,224	\$18,224	0.00%
Human Nutrition	4	\$7,020	\$7,020	0.00%	\$7,020	\$7,020	0.00%
Physician Assistant	4	\$10,404	\$10,404	0.00%	\$10,404	\$10,404	0.00%
Radiation Therapy	4	\$5,856	\$5,856	0.00%	\$7,044	\$7,044	0.00%
UG Nursing Accelerated Bacc	2	\$6,792	\$6,792	0.00%	\$9,060	\$9,060	0.00%
UG Nursing OCNE 2nd Year	3	\$4,920	\$4,920	0.00%	\$9,012	\$9,012	0.00%
UG Nursing OCNE 3rd Year	3	\$4,824	\$4,824	0.00%	\$8,844	\$8,844	0.00%
Graduate Nurse Practitioner	4	\$5,940	\$5,940	0.00%	\$7,713	\$7,713	0.00%
Graduate Nurse Anesthesia	4	\$7,407	\$7,407	0.00%	\$7,713	\$7,713	0.00%
2022-23 Tuition Promise Programs							
MD 1st Year	4	\$11,311	\$11,537	2.00%	\$17,387	\$17,734	2.00%
MD/MPH 1st Year	4	\$10,411	\$10,619	2.00%	\$15,980	\$16,297	1.98%
DMD 1st Year	4	\$11,761	\$11,996	2.00%	\$18,982	\$19,361	2.00%
Human Nutrition	3	\$7,020	\$7,155	1.92%	\$7,020	\$7,155	1.92%
Physician Assistant	4	\$10,404	\$10,611	1.99%	\$10,404	\$10,611	1.99%
Radiation Therapy	4	\$5,856	\$5,964	1.84%	\$7,044	\$7,176	1.87%
UG Nursing Accelerated Bacc	3	\$6,792	\$6,924	1.94%	\$9,060	\$9,240	1.99%
UG Nursing OCNE	3	\$4,920	\$5,016	1.95%	\$9,012	\$9,192	2.00%
Graduate Nurse Practitioner	3	\$5,940	\$6,057	1.97%	\$7,713	\$7,866	1.98%
Graduate Nurse Anesthesia	4	\$7,407	\$7,551	1.94%	\$7,713	\$7,866	1.98%

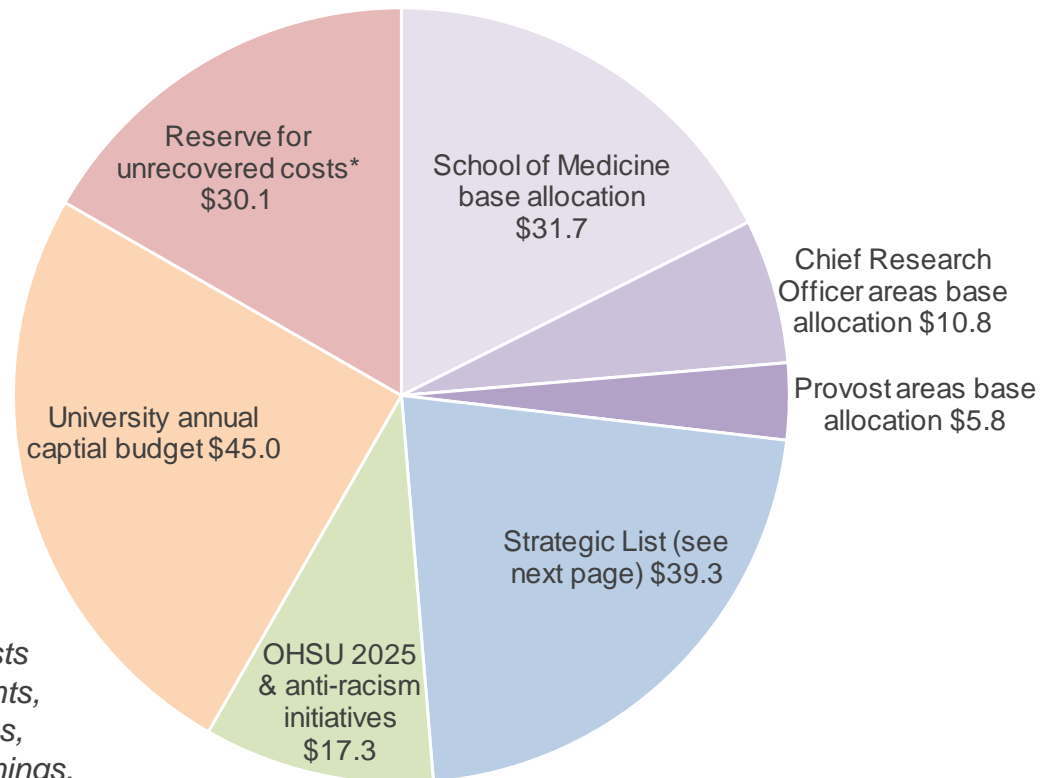
2% Increase for Non-Tuition Promise Programs

Non Tuition Promise Programs							
Dental Graduate	4	\$11,543	\$11,773	1.99%	\$13,749	\$14,023	1.99%
Dietetic Internship	4	\$7,020	\$7,155	1.92%	\$7,020	\$7,155	1.92%
Food Systems & Society	3	\$6,309	\$6,435	2.00%	\$6,309	\$6,435	2.00%
SoM PhD	3	\$7,074	\$6,990	-1.19%	\$7,074	\$6,990	-1.19%
Biomedical Informatics On Campus	3	\$6,432	\$6,558	1.96%	\$7,683	\$7,836	1.99%
Biomedical Informatics Distance Learning	3	\$7,133	\$7,268	1.89%	\$8,410	\$8,572	1.93%
Clinical Research or Human Investigations	3	\$4,920	\$5,010	1.83%	\$4,920	\$5,010	1.83%
Computer Science & Engineering or Electrical Engineering	3	\$6,747	\$6,873	1.87%	\$6,747	\$6,873	1.87%
MBA, MS or Certificate in Healthcare Mgmt, or in Healthcare Admin	3	\$5,622	\$5,715	1.65%	\$5,622	\$5,715	1.65%
Medical Physics	3	\$5,616	\$5,724	1.92%	\$8,955	\$9,126	1.91%
UG Nursing RN/BS	3	\$3,576	\$3,636	1.68%	\$3,576	\$3,636	1.68%
Nursing PhD, DNP in Nursing, Hlth Sys Org Leadership, Nursing Ed	3	\$5,841	\$5,949	1.85%	\$7,569	\$7,713	1.90%
On-Campus MPH or Programs in Biostatistics	3	\$4,050	\$4,131	2.00%	\$6,174	\$6,291	1.90%
SPH PhD	3	\$5,247	\$5,346	1.89%	\$6,120	\$6,237	1.91%
Online MPH or Certificate in Public Health	3	\$5,355	\$5,454	1.85%	\$6,921	\$7,056	1.95%

\$180M FY23 IGT Funds for Research & Education

Intergovernmental Transfer (IGT) program partners with the State to leverage the federal Medicaid match, freeing gains from commercially-insured services to support ongoing and new research & education costs at Oregon's public health sciences university.

FY23 IGT Allocations for Research & Education (total = \$180m)



**Covers research & education costs not otherwise recovered from grants, gifts, tuition or State appropriations, previously covered by clinical earnings.*

Strategic List Priorities from FY23 IGT Funds

FY23 IGT Strategic List Priorities (000)

Faculty Leadership & Recruitment:

School of Medicine leadership & scientists	\$13,008
CRO center and institute leadership & scientists	5,026
Dentistry, Nursing and Public Health leadership & scientists	2,039

Research Infrastructure & Emerging Technologies:

Research technology (OCSSB, Exacloud, USRs)	4,643
OCTRI (clinical & translational research support)	1,957
Faculty salary bridging (between grants)	4,745

Education, Diversity & Outreach:

Recruitment / retention of diverse faculty & students	3,120
Simulation & interprofessional education	3,432
Rural Health program	1,339

FY23 research & education strategic list	\$39,309
--	----------

New Faculty Compensation Framework in FY23

2,250 current faculty members are in the new faculty compensation framework. Those continuing at OHSU into FY23 will receive pay and effort expectation letters produced by the new CANDID faculty information system. On average, faculty will receive 3.9% or \$6,700 per year salary increases next year.

Mission	Current Average	FY23 Average	Average Change	Change %
School of Medicine	\$ 202,718	\$ 210,098	\$ 6,963	3.8%
Chief Research Officer	\$ 159,359	\$ 166,466	\$ 7,107	4.5%
Provost	\$ 104,936	\$ 109,209	\$ 4,273	4.9%
University Average	\$ 190,290	\$ 197,339	\$ 6,698	3.9%

Expected Faculty Effort by Mission in FY23

The new faculty compensation framework and CANDID data system provides, for the first time, a comprehensive view of OHSU faculty effort across missions, using reasonably consistent definitions and building toward shared understanding across individual faculty members, their academic units, and the University as a whole.

aFTE = Administrative Effort
eFTE = Educational Effort

rFTE = Research Effort
cFTE = Clinical Effort

Faculty FTE Effort	aFTE	rFTE	eFTE	cFTE
School of Medicine	13%	20%	2%	66%
Chief Research Officer	18%	80%	2%	0%
Provost	20%	16%	56%	8%
University Average	14%	23%	7%	56%

Central Services Budgeting Approach

- Goals
 - Stabilize FTE growth while balancing inflation
 - Fund institutional-level strategic priorities
 - Prioritize budget adjustments by risk level
- Tactics Deployed
 - Holding 36 administrative & support positions vacant
 - Central Financial Services, Facilities, Design & Construction, Access Checkpoints, Logistics, Clinical Education & Occupational Health
 - Increased payroll to fund various market adjustments
 - Funded expansion of Human Resources and Covington recommendations as separate stream
 - Increased budgets for large external contracts like Tram Operations, IT Hardware & Software Maintenance and Insurance programs
 - Preserved central administration contingency pool to strategically deploy next year
 - Maintained funding for implementation of strategic planning linked to OHSU 2025
 - Reduced operating support of capital to align with reduced capital budgets
 - Reduction of staff development and training in budgets not associated with licensing or professional certifications

Summary of Proposed FY23 Annual Capital Budget

HRC Supporting Healthcare Projects (000)	\$15,167
OHSU 2025 Initiatives	5,000
Research equipment from grants	5,000
CHO Adventist Infusion Clinic Expansion	3,041
Research & Education Recruitment / Strategic	3,000
KPV Clean Steam System	2,600
Connected Care Center	2,158
CHO Tualatin infusion clinic expansion	1,328
Vollum Institute Renovation	1,300
Multiple Identity and Access System (MIDAS)	1,182
West Campus Surge Facility	1,075
Personalized Networks & Microsegmentation	992
CEI Capital Support & OR Equipment	950
Orengo Station 1st and 2nd Floor	767
RLSB P2 Remodel (Design)	590
Dotter Seismic Retrofit	350
Security Cameras for Parking Structures	250
PGE Feeder Connection (Design)	250
Bike Parking (Design)	250
West Campus Freezer Farm (Design)	100
Benson Health Center	15
Strategic Projects	45,364
Healthcare	\$31,452
Other University	30,184
Facilities Deferred Maintenance	3,000
Infrastructure / Replacement Pools	64,636
Total Annual Capital	\$110,000

FY23 Proposed Strategic Capital Projects

Amount (000)	Project	Brief Description
\$15,167	HRC Supporting Healthcare Projects	Non-revenue generating projects to support Healthcare moves to HRC 5, 11 & 14. Infrastructure upgrades and moves, along with Core Lab conveyor replacement.
5,000	OHSU 2025 Initiatives	Implementation of six goals with 23 top objectives. FY23 funding will go to support CANDID, Simulation and Collaboration Platform programs, plus improvements in Research Informatics and faculty & learner support programs.
5,000	Research equipment from grants	Scientific equipment, including DNA sequencers, freezers and microscopes, to expand research capabilities and further goals of specific research projects.
3,041	CHO Adventist Infusion Clinic Expansion	Expansion of infusion clinic space and treatments such as blood and blood products, antibiotics, iron & vitamin B therapy, hydration, among other services.
3,000	Research & Education Recruitment / Strategic	Capital funding to support Research & Education related faculty recruitment and strategic programs or initiatives

FY23 Proposed Strategic Capital Projects

Amount (000)	Project	Brief Description
\$2,600	KPV Clean Steam System	To resolve issue of residual mineral deposits and staining on surgical instrumentation post steam sterilization. In addition, to align with current trend of using clean steam exclusively for steam sterilization.
2,158	Connected Care Center	System to improve patient access to OHSU.
1,328	CHO Tualatin Infusion Clinic Expansion	Expansion of clinic space and infusion treatments (blood and blood products, antibiotics, iron & vitamin B therapy, hydration, among other services).
1,300	Vollum Institute Renovation	Final year of a 7-year initiative to address deferred maintenance needs of building.
1,182	Multiple Identity and Access System (MIDAS)	New identity & access platform that centralizes management of digital identity and increases security, accuracy, efficiency & customer experience.
1,075	West Campus Surge Facility	Addresses critical shortage of Non-Human Primate housing. New facility will create ABSL-2 space and house approximately 400 animals, for the critical expansion of research capacity.

FY23 Proposed Strategic Capital Projects

Amount (000)	Project	Brief Description
\$992	Personalized Networks & Microsegmentation	Addresses unique customer requirements within IT networks at scale. Staff will save time & provide improved customer experience with networks and security.
950	CEI Capital Support & OR Equipment	Support for capital equipment for Casey Eye Institute / Operating Rooms.
767	Orengo Station Buildout of Floors 1 & 2	Establish pediatric specialties to better serve Washington County patients, decompress pediatric specialty clinics at Marquam Hill, and grow volume at HMC.
590	RLSB P2 Remodel (Design)	Supports Multiscale Microscopy Core, a part of the USR program, and the PNCC Cryo-EM center. Expansion allows PNCC to acquire more cryo-EMs (paid for by NIH), more sample preparation, and education space for both programs.
350	Dotter Institute Seismic Retrofit	1 of 4 under-reinforced buildings on-campus in danger of collapse during an earthquake.
250	Security Cameras for Parking Structures	Risk mitigation for accidents, falls, potentially dangerous circumstances, and overall safety of our campus.

FY23 Proposed Strategic Capital Projects

Amount (\$000)	Project	Brief Description
\$250	PGE Feeder Connection (Design)	Upgrade to electrical infrastructure and connecting the new PGE feeder to our network. PGE is planning to invest \$15m to add another power feeder to Marquam Hill to improve power reliability and capacity.
250	Bike Parking (Design)	The City of Portland has new code for bike parking, requiring that added capacity and increased safety and security of bike parking on OHSU campuses.
100	West Campus Freezer Farm (Design)	Renovated space to provide additional -80 freezer support space to store valuable research materials in long term storage.
15	Benson Health Center	Clinic at Benson Polytechnic High School in NE Portland provides easy to access care.

Annual Infrastructure & Replacement Pools: \$64.6m in pools fund replacing and maintaining information technology, facilities, infrastructure and equipment needs across clinical, research, education and administrative missions. Majority of spending enhances safety and compliance.

FY23 Sources & Uses of Cash

- With balanced operating revenues & expenses, sources of cash next year are depreciation, OHEP funds applied to the IPA project from last December's bond issue, and estimated capital grants (usually \$5m - \$10m annually).
- Uses include principal repayment, working capital net of targeted A/R improvement, spending on the IPA plus Perinatal expansion design, a reduced prepayment of PERS debt, and spending from the annual capital budget.
- Normally, the carryover in spending from one annual capital budget year to the next offsets, but since FY23's allocation is ~40% below FY22's, the forecast carryover in FY24 is less.
- Cash flow before investment returns is budgeted at \$(21)m. Investment income should average 4.5% with a 9% standard deviation. Thus 68% of the time, total cash flow should range from \$(80)m to +\$159m, with +\$39m expected value.

FY23 Proposed Cash Flow	(millions)
Operating income	\$0
Depreciation	202
OHEP debt applied	114
Capital gifts & grants	5
Sources of cash	321
Principal repaid	(43)
Working capital required	(42)
A/R improvement target	17
FY23 annual capital budget	(110)
Carryover from FY22 capital	(45)
Carryover from FY23 to FY24	15
Inpatient Addition project	(114)
Perinatal project design	(10)
PERS liability prepayment	(10)
Uses of cash	(342)
Cash flow from operations	(21)
4.5% investment return	60
Cash flow after invest return	39
<i>Minus 1 standard deviation</i>	<i>(80)</i>
<i>Plus 1 standard deviation</i>	<i>\$159</i>

OHSU-Wide Financial Challenges through FY27

- Over the past six months, OHSU's President and EVPs have been working to develop financial plans through FY27 (the construction period of the Inpatient Addition & Perinatal expansion project) that address four interlocking challenges:
 - Payment rate growth that is chronically less than wage & cost inflation, which requires either constant cutting or constant growth (spreading fixed costs over a larger and larger base) to offset.
 - The need both for major capital investments and for competitive wages in order to support the constant growth approach.
 - A pandemic that has knocked OHSU off its prior trajectory of growth and earnings, while recent inflation increases have made the gap between payment rate growth and cost inflation even wider.
 - The fact that through success, OHSU has also become more reliant on a narrow set of rapidly-growing funding sources (IGT funding and non-hospital pharmacy services) that are themselves subject to significant public policy and market risk.
- This final section updates the multi-year financial projection presented in April for the revised assumptions agreed by the President and EVPs in May.

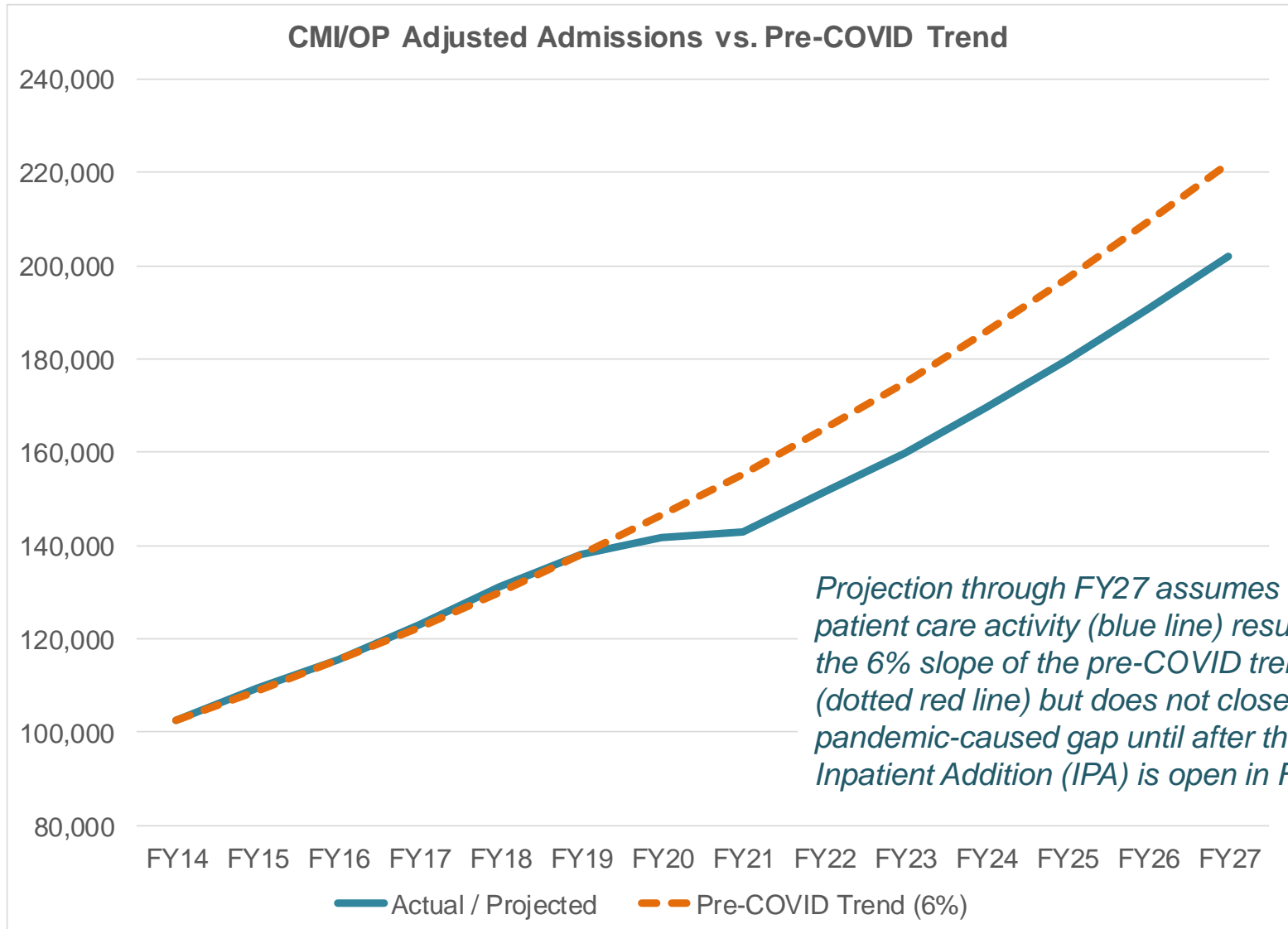
Revisions to FY22 – FY27 Financial Projections

- The revised projections through FY27:
 - Carry forward the impact of lower operating earnings and investment returns in FY22 and FY23, with out-year reductions to annual capital budgets as well
 - Add \$24m of incremental CARES Act grants received on June 16, 2022
 - Add the targeted \$25m of bottom-line improvement going into FY24 while also developing detailed contingency plans
 - Increase the allowance for labor cost inflation
 - Add higher construction inflation to the Inpatient Addition (IPA) component of OHEP.
- Offsetting the cash impact of these more pessimistic assumptions are:
 - A focused commitment by OHSU leadership to raise \$285m for the hospital expansion—an aggressive goal, up from \$100m included in the April projection
 - Deferral of the Perioperative expansion (including relocation of the Center for Women’s Health to free space in the Kohler Pavilion)
 - Reduced prepayments of PERS liabilities, even though this cash investment has a 37% ROI and provides direct relief to the operating budget in future years.

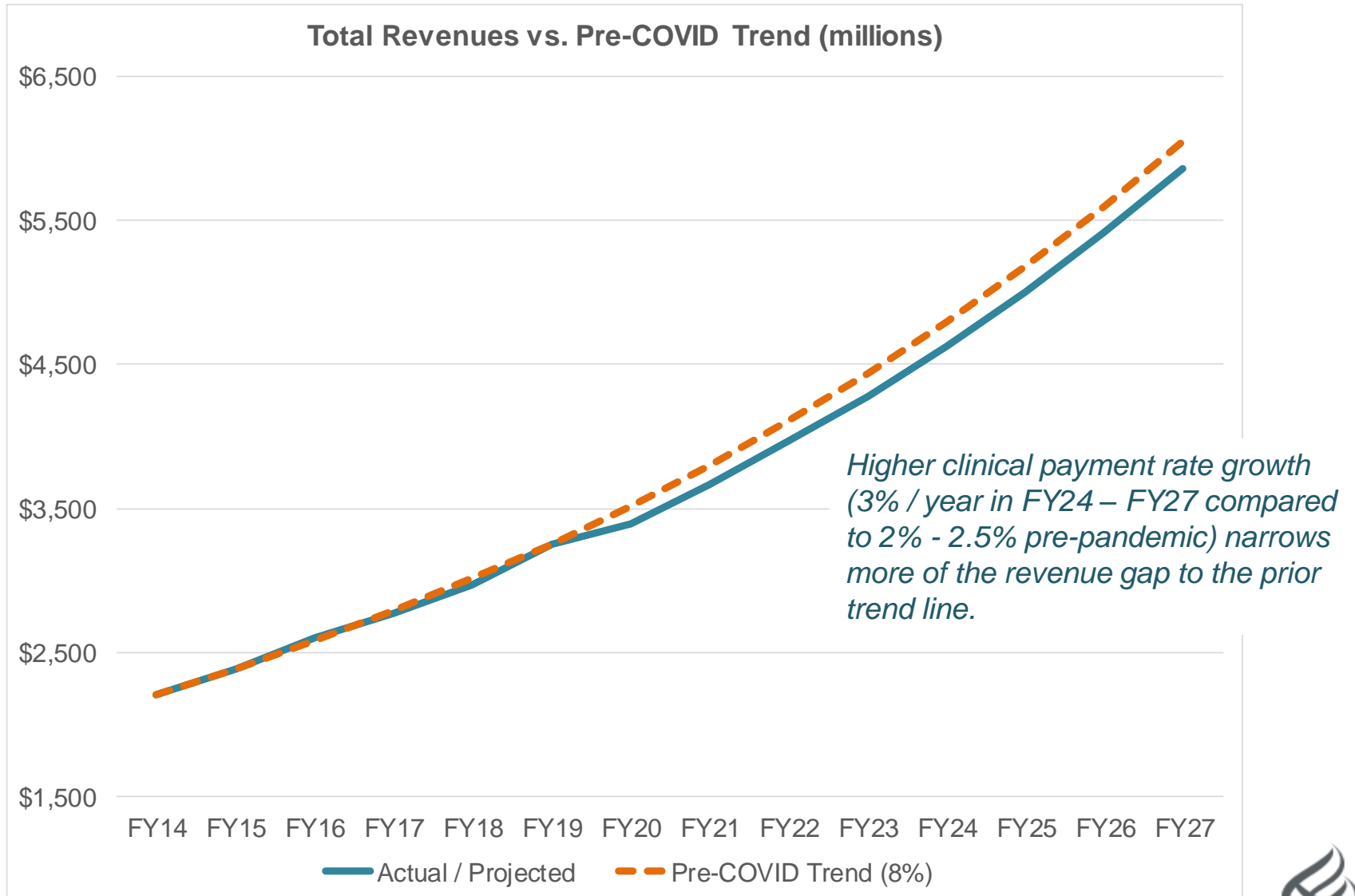
FY22 – FY27 Financial Projections (continued)

- Four other “Essential Targets” remain the same for FY24 – FY27:
 - 6% patient activity growth
 - 3% clinical rate increases
 - 47% of FTEs variable with volume
 - IGT growth at 9% per year (6% volume + 3% rate).
- The net impact of the revised assumptions, opportunities and actions:
 - Reduce FY27 EBITDA margin from 10.4% to 8.1%, but up from 4.4% this year
 - Generate \$3 billion in sources of cash compared to \$2.7 billion in uses, for net positive cash flow of \$300m over 6 years from FY22 through FY27
 - OHSU-held cash & investments grow in line with 3.5% inflation to \$1.7 billion but below 8% annual increase in spending, thus resulting in lower days cash on hand
 - 6/30/27 days cash on hand fall from the April target of 195 days (the current S&P BBB+ median) to 178 days, or slightly below OHSU’s most recent low in FY15.

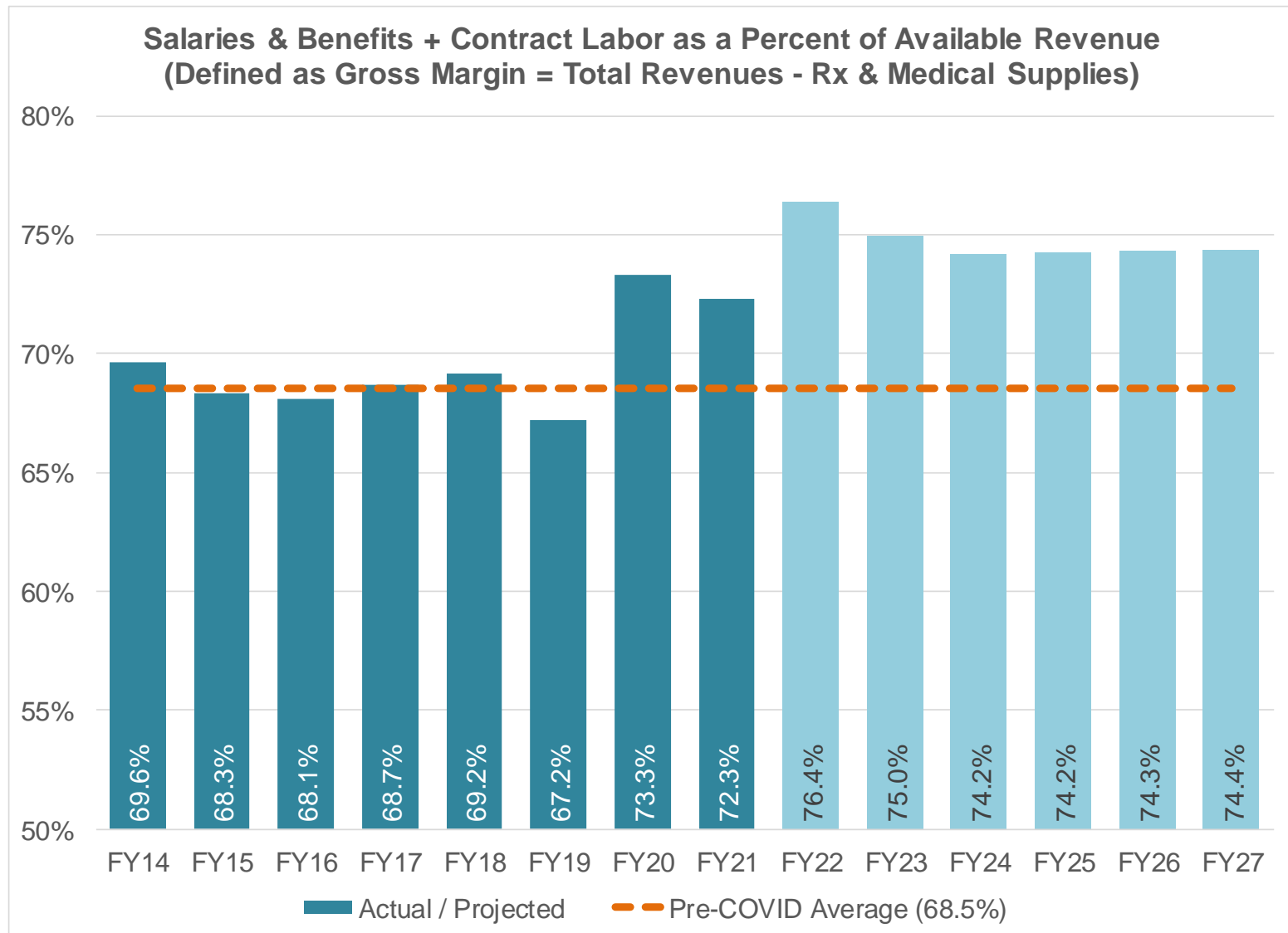
Projected Patient Activity vs. Pre-COVID Trend



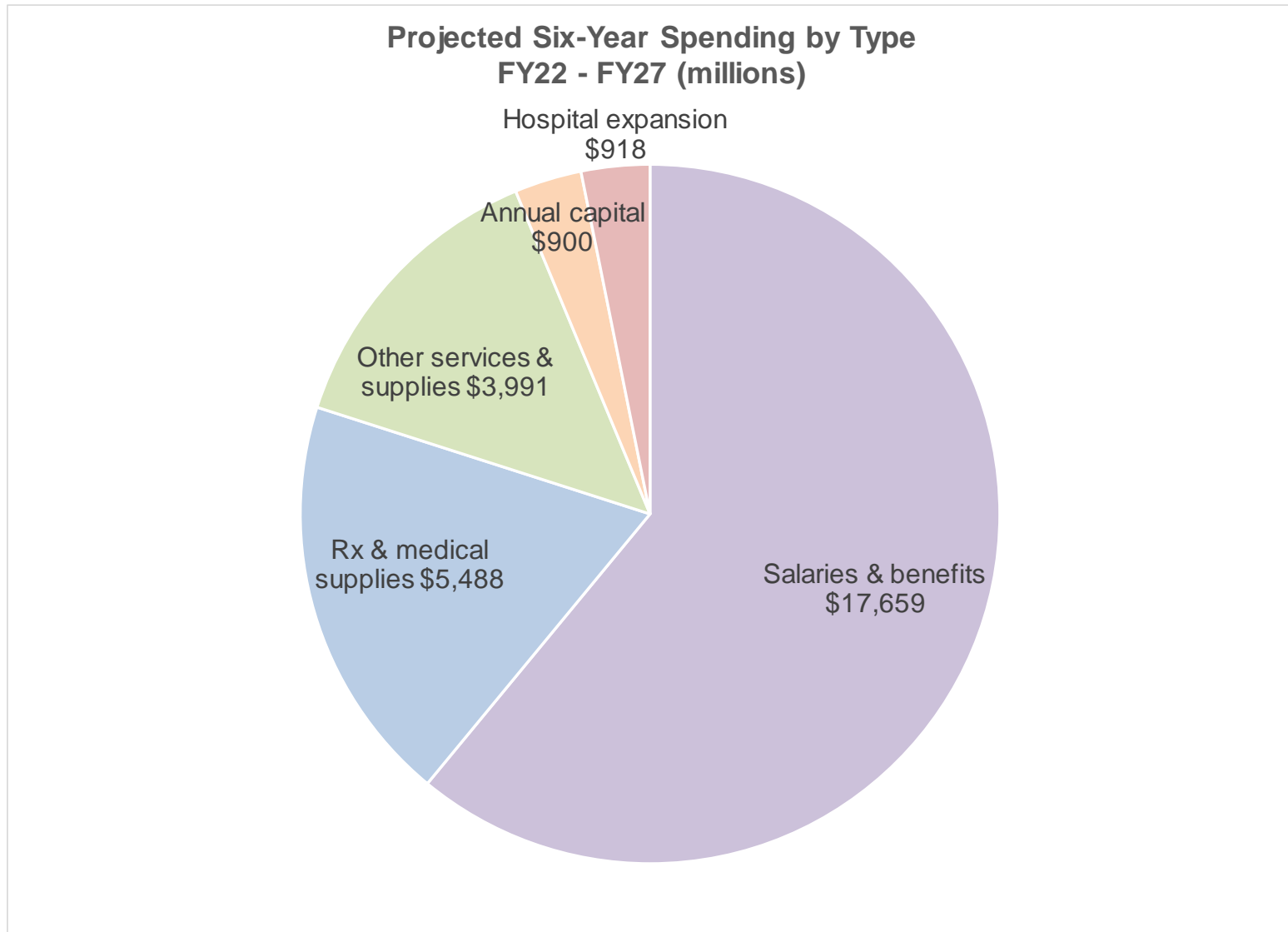
Revenue Gap Narrows with Better Payment Rates



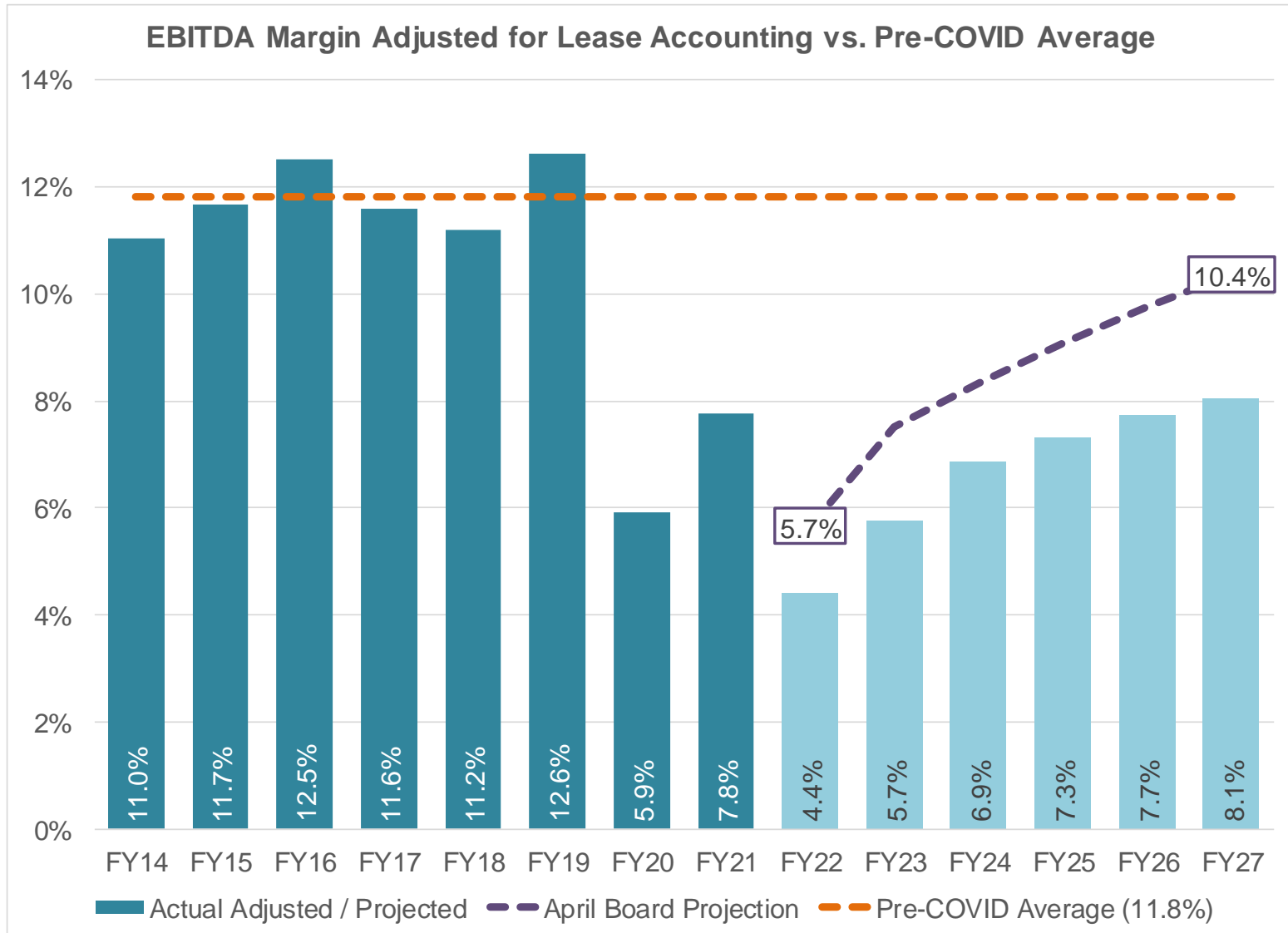
Shift in Available Revenue toward Compensation



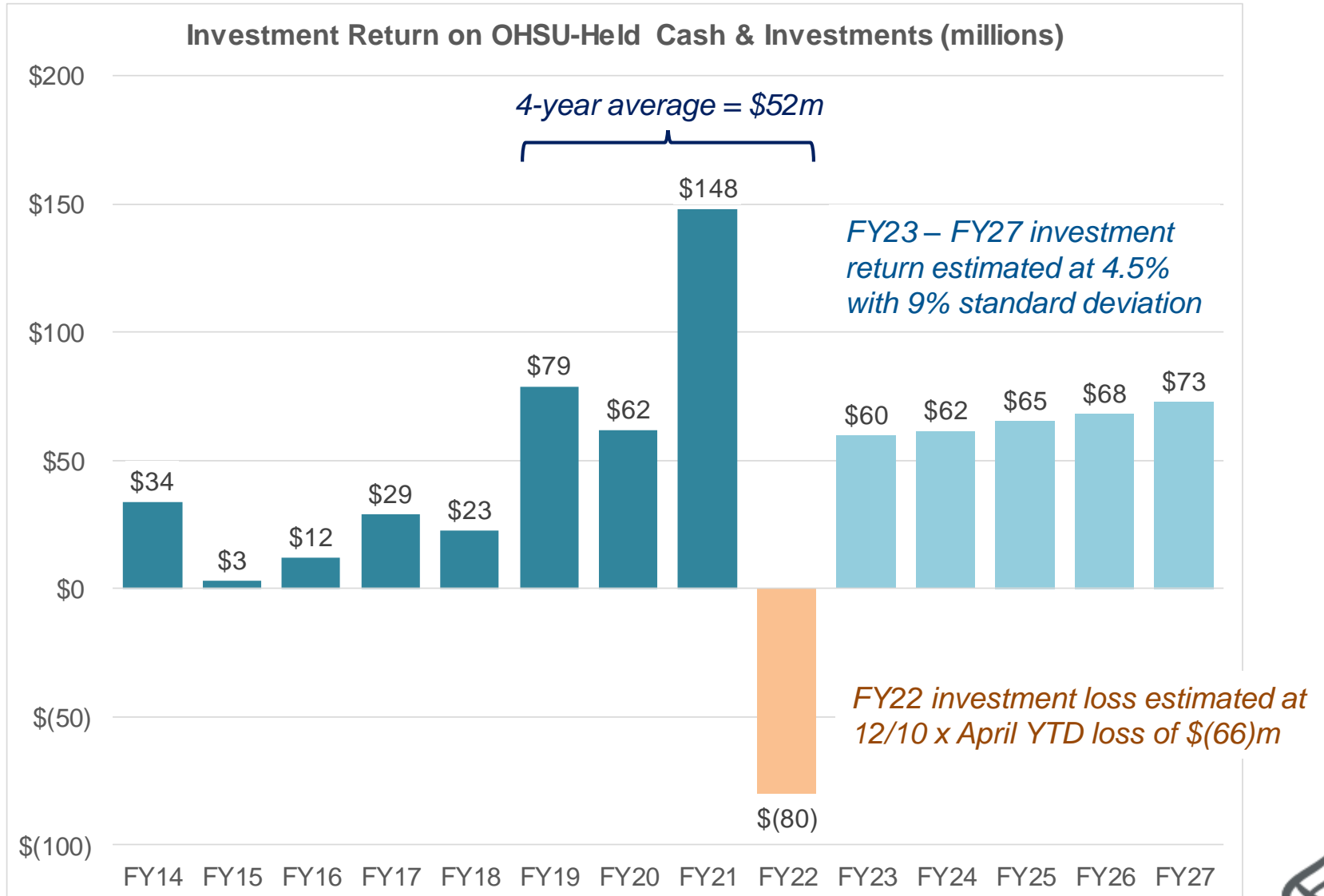
Compensation Spending ~10x Capital Spending



Impact of Revised Assumptions on EBTIDA Margins

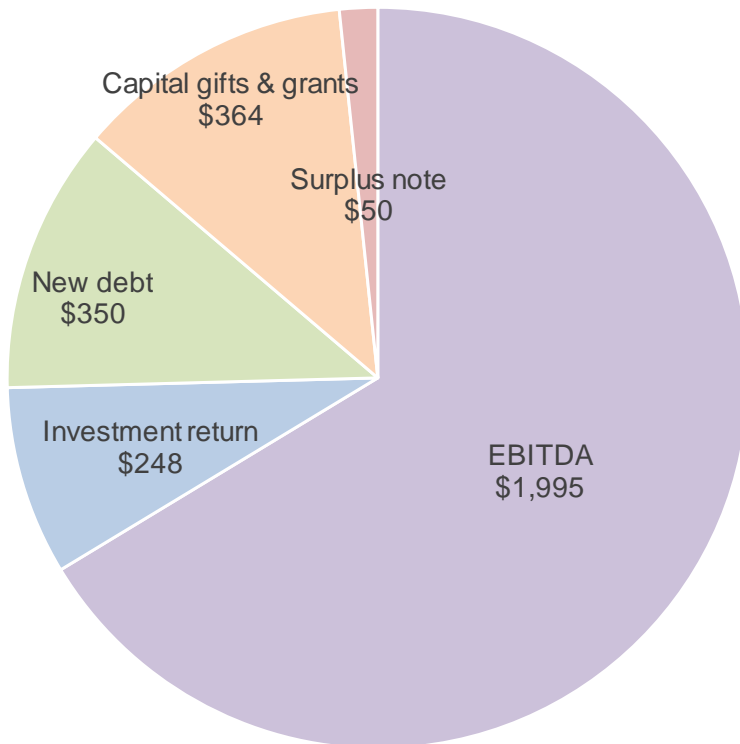


Actual & Projected OHSU Investment Returns

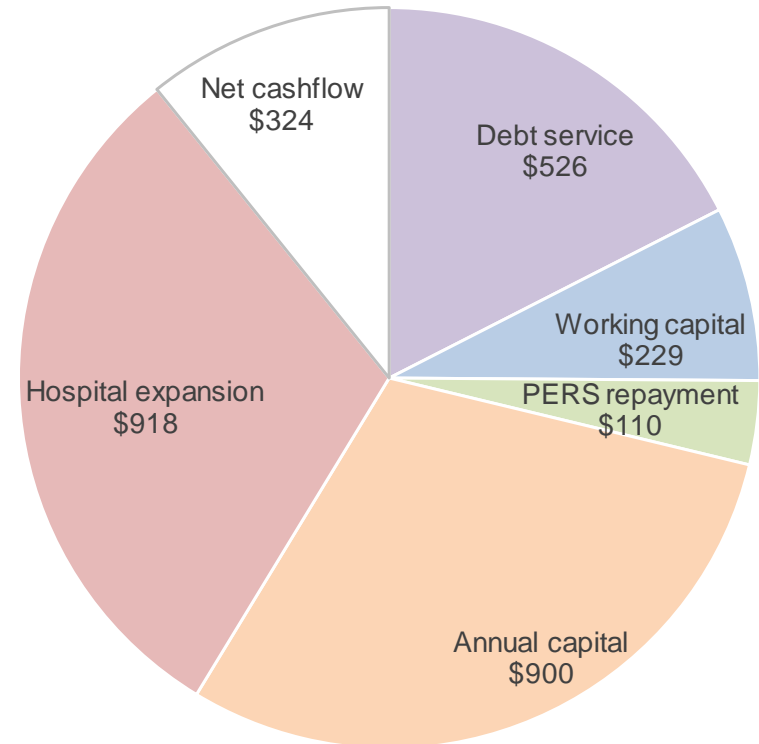


\$300M Net Cash Flow from FY22 through FY27

FY22 - FY27 Sources of Cash
(6 year total = \$3,007 million)

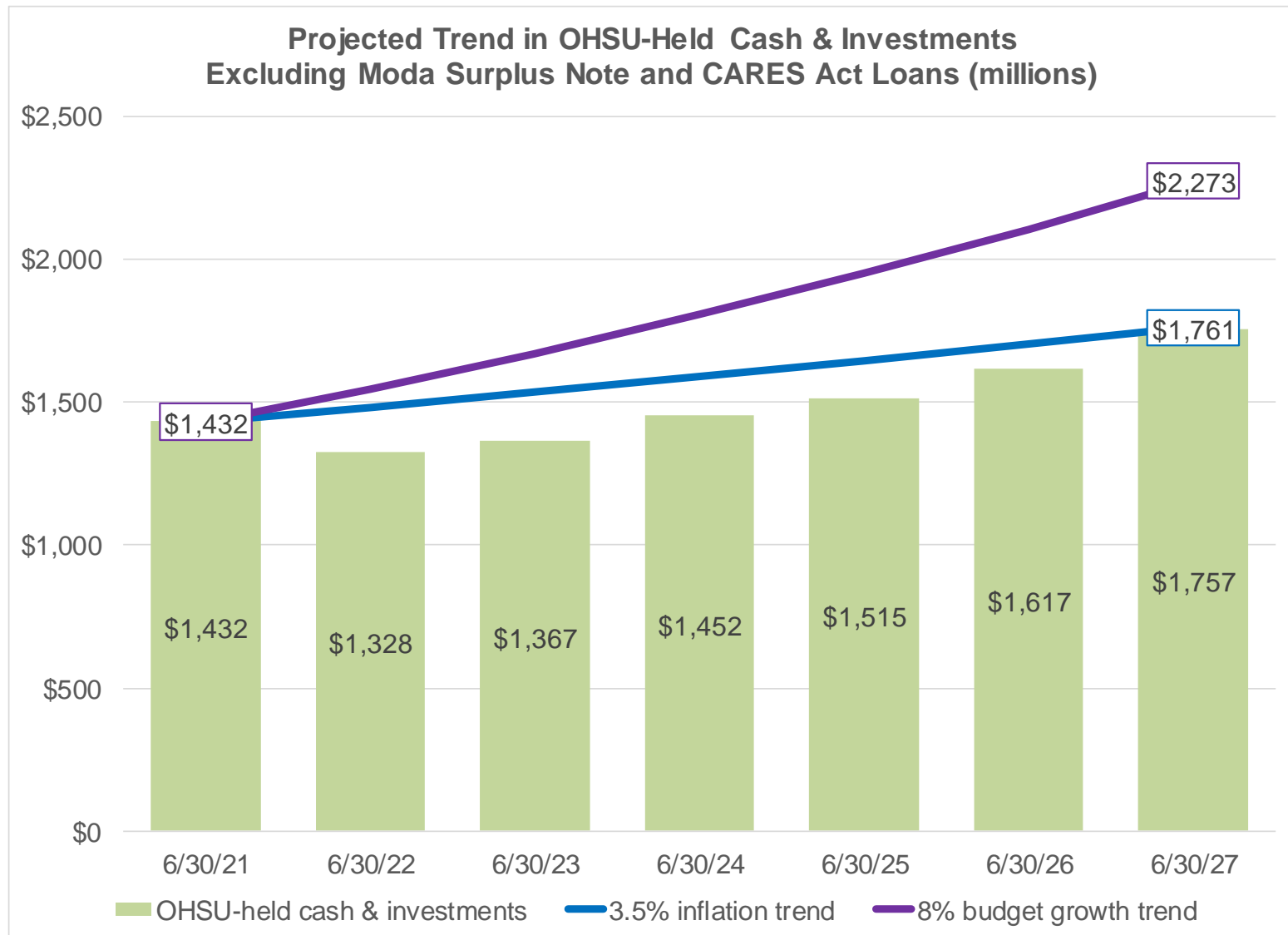


FY22 - FY27 Uses of Cash
(6 year total = \$2,683 million)

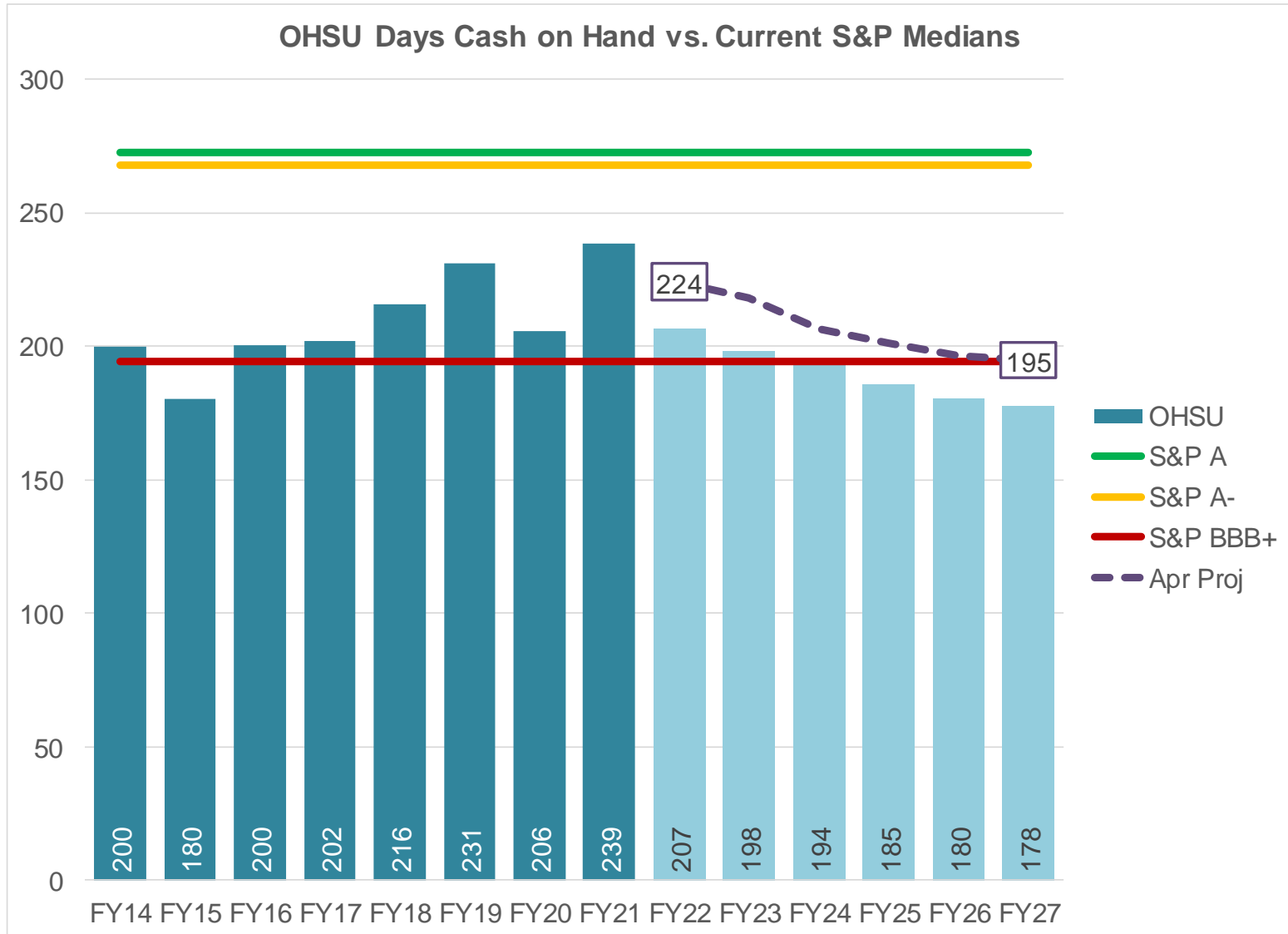


Capital gifts & grants include \$42m of pandemic CARES Act & FEMA grants received in FY22.

OHSU-Held Cash Rises with 3.5% Inflation



FY27 Days Cash Fall to 178, 2 Less Than Prior Low



Conclusion

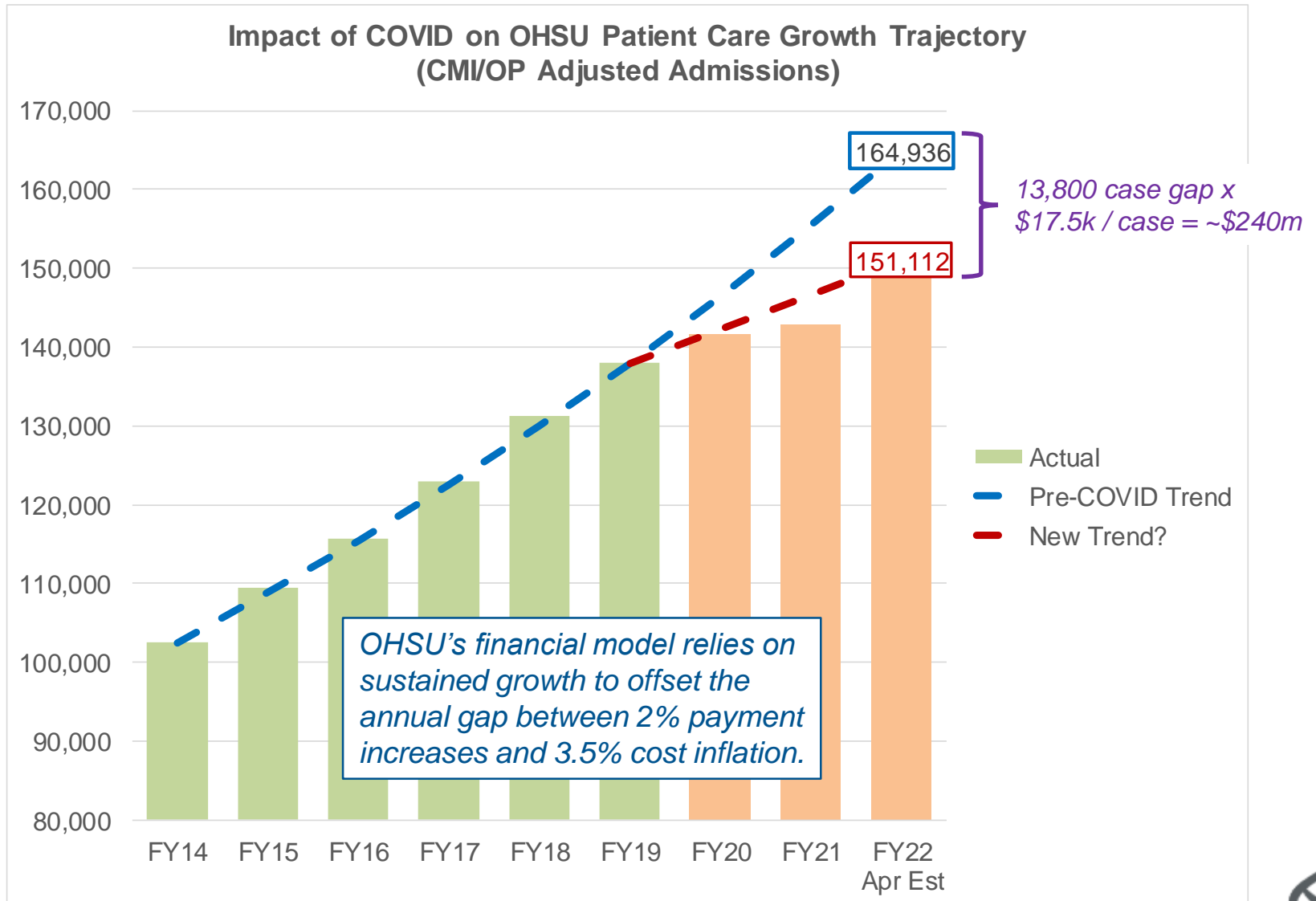
- Prior to COVID, OHSU’s financial model relied on sustained growth across missions both to serve the people of Oregon and to offset the chronic gap between payment rate growth and wage & cost inflation, by spreading fixed costs across a wider base.
- In addition, OHSU captured new resources from IGT leverage of federal Medicaid match, non-hospital pharmacy services for cancer, neuro and other complex cases, and major gifts such the Knight Cancer Challenge.
- This model, by requiring ongoing growth and new revenue sources, was not inherently stable, however it did secure nearly a decade of 7% top line growth, competitive pay, and 4.5% – 5% operating margins to fund investment in programs and capital.
- The pandemic knocked OHSU—and AHCs across the nation—off this path with a “perfect storm of expense, volume, and revenue pressures” (as Kaufman Hall reports).
- The proposed FY23 budget and essential targets through FY27 seek to return OHSU to a sustainable path of growth while recognizing the lasting impact of COVID on our people, programs and finances.
- By balancing operating revenues and expenses, investment return and gifts, capital spending and cash flow during the hospital expansion construction period, the revised plan presented here both draws upon and maintains OHSU’s long-term capacity to finance its missions of patient care, research, education and outreach for Oregon.

Appendix: FY22 May YTD Financial Results

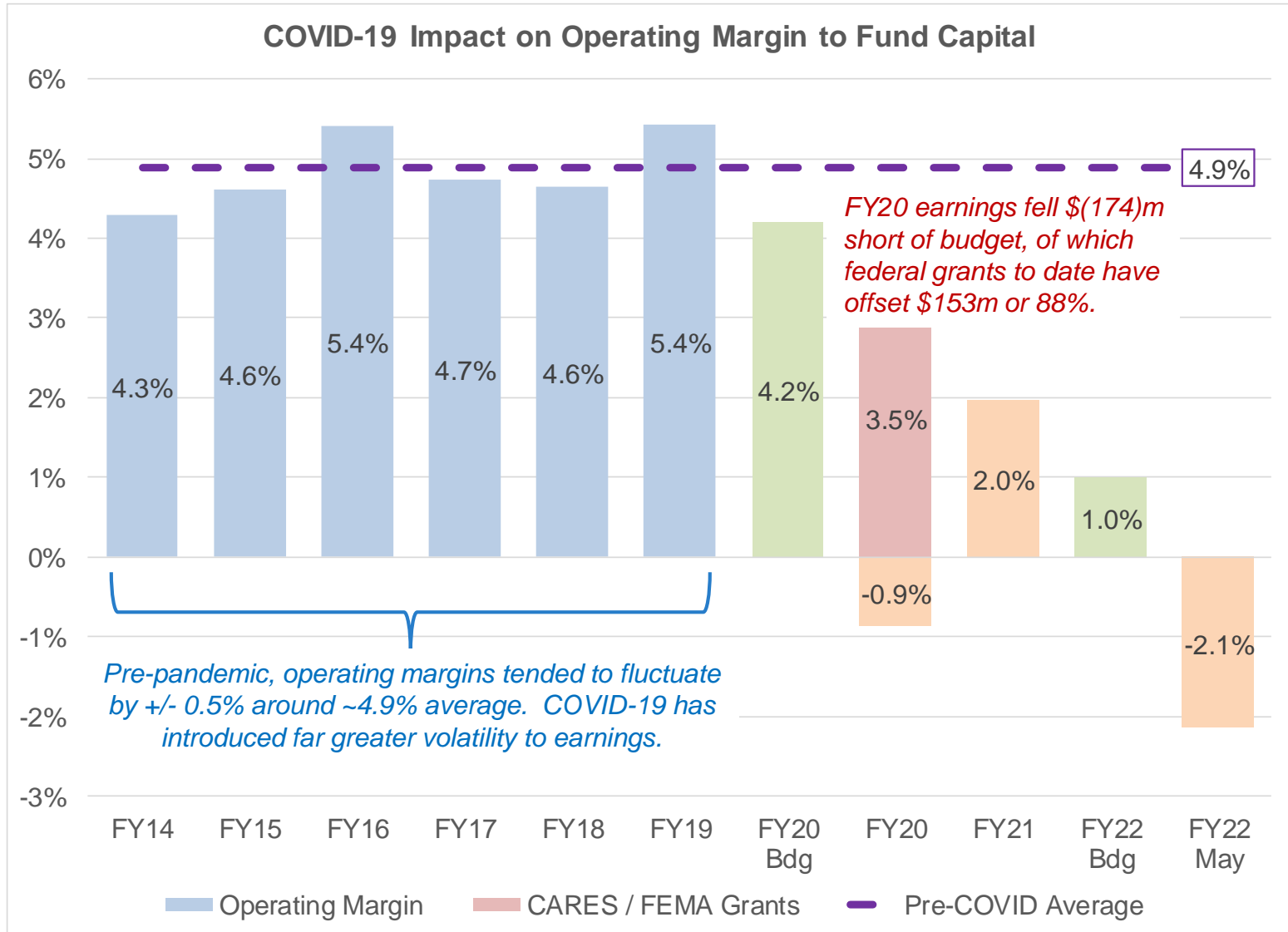
- OHSU financial results have continued to decline with the impact of COVID variants on volume combined with longer-term staffing challenges.
- The magnitude of deterioration is far greater than pre-pandemic budget challenges.
- The May year-to-date operating loss is \$(77) million, \$(102) million below the seasonally adjusted budget, \$(133) million below last year and \$(227) million below FY19 YTD.
- It is not just that revenues are below expenses; it is also that the rate of growth in revenue is below the rate of growth in expense.
- Over 3 years, revenues are up 22% but expenses are up 31%.

Pre-COVID to Today (millions)	Revenue	Expense	Gain (Loss)	Op Margin
FY19 May YTD	\$2,965	\$2,815	\$150	5.1%
FY22 May YTD	3,617	3,694	(77)	-2.1%
<i>3-Year Increase</i>	22%	31%	-9%	

Impact of COVID-19 on Clinical Growth Trajectory



Trend in Operating Margin to Fund Future Growth



FY22 Labor Costs Up 14% on 9% Revenue Growth

May YTD (11 Months) (millions)	FY21 Last Year	FY22 Budget	FY22 Actual	Actual - Budget	Actual / Last Year
Net patient revenue	\$2,230	\$2,404	\$2,426	\$22	8.8%
Medical contracts	116	151	144	(7)	24.4%
Grants & contracts	460	454	484	30	5.1%
Gifts applied	66	87	74	(13)	13.7%
Tuition & fees	77	78	75	(2)	-2.0%
State appropriations	36	36	38	2	4.2%
IGT funding	122	125	150	26	22.8%
Other revenue	203	203	225	22	11.0%
Operating revenues	3,310	3,538	3,617	79	9.3%
Salaries & benefits	1,993	2,172	2,270	97	13.9%
Rx & medical supplies	568	598	656	58	15.5%
Other services & supplies	500	530	545	15	9.1%
Depreciation	164	181	182	1	11.1%
Interest	31	32	42	10	36.7%
Operating expenses	3,255	3,513	3,694	181	13.5%
Operating income (loss)	\$56	\$25	\$(77)	\$(102)	-239.6%
<i>Operating margin</i>	<i>1.7%</i>	<i>0.7%</i>	<i>-2.1%</i>	<i>-2.8%</i>	
<i>EBITDA margin</i>	<i>7.6%</i>	<i>6.7%</i>	<i>4.0%</i>	<i>-2.7%</i>	

FY22 Budget Shortfall in Patient Care Areas

- FY22 budget shortfall reflects lost procedural revenues and higher compensation & contract labor costs in OHSU Health + School of Medicine (combined \$129 million shortfall from budget), where nearly all of OHSU’s net patient revenue is generated.
- This gap is partially mitigated by \$10 million of unallocated contingency, \$2 million from restricted (grant) funds, and \$7 million of savings in central services.
- Outside of operating units, IGT funding for research & education is \$26 million ahead of plan, while two one-time items (\$1k bonuses for front-line workers and cost of issuance for December’s bond issue) cost \$(17.5) million.

Components of FY22 YTD Budget Variance		
May YTD (11 months) (millions)	Actual - Budget	% of Total Patient Care
OHSU Health	\$(105.8)	81.9%
School of Medicine	(23.1)	17.6%
Other Units + Contingency	18.7	0.4%
Higher IGT Funding	25.7	
\$1k One-Time Payment	(14.0)	
Bond Cost of Issuance	(3.5)	
Total Budget Variance	\$(102.1)	100.0%

Lower CMI with COVID Shift from OR Cases to ER

- Delta and Omicron surges have greatly increased Emergency visits while shifting the mix of care from surgical to medical cases.
- Casemix index (CMI) is down slightly from budget and last year, the first annual decline in many years.

May YTD (11 Months)	FY21	FY22	FY22	Actual /	Actual /
Patient Activity	Last Year	Budget	Actual	Budget	Last Year
Inpatient admissions	23,413	24,630	23,998	-2.6%	2.5%
Average length of stay	6.67	6.70	6.78	1.2%	1.6%
Average daily census	447.6	466.4	462.3	-0.9%	3.3%
Casemix index	2.49	2.50	2.47	-1.2%	-0.8%
Day / observation patients	37,605	40,691	37,876	-6.9%	0.7%
Surgical cases	30,237	32,069	29,373	-8.4%	-2.9%
Emergency visits	37,869	36,536	45,686	25.0%	20.6%
Ambulatory visits	1,006,896	1,027,936	1,008,227	-1.9%	0.1%
Outpatient share of activity	55.2%	56.3%	57.2%	1.6%	3.6%
CMI/OP adjusted admissions	130,058	140,781	138,456	-1.7%	6.5%
Gross charges (rate adjusted)	\$4,879	\$5,150	\$5,222	1.4%	7.0%

Cash Net of CARES Act / FICA Loans Down -\$98M

- Consolidated net worth is down \$(126)m through May from operating and investment losses offset in part by CARES Act and FEMA grants in support of COVID costs. Nonetheless, net worth remains 6.6% above where it was at the start of the pandemic.
- Net of repayment of interest-free loans, OHSU-held cash & investments are down \$(98)m, with days cash on hand declining from an all-time high of 239 at 6/30/21 to 208 at 5/31/22. About one-third of days cash are unrestricted funds at the Foundation.

Balance Sheet (millions)	6/30/21	5/31/22	Change
Cash & investments	\$1,625	\$1,415	\$(210)
Moda surplus note	34	34	0
OHEP bond funds	0	305	305
Net physical plant	2,056	2,132	76
Interest in Foundation	1,602	1,587	(15)
Long-term debt	(970)	(1,405)	(435)
CARES Act / FICA loans	(192)	(80)	112
PERS pension liability	(595)	(595)	0
Working capital & other, net	539	581	41
Total net worth	4,098	3,972	(126)
	Operating income		(77)
	Investment return		(61)
	CARES / FEMA grants		18
	Capital gifts & grants		11
	Foundation gain (loss)		(15)
	Other changes, net		(1)
	Change in net worth		(126)
Cash net of short-term loans	\$1,432	\$1,334	\$(98)

FY22 May YTD Cash Flow	(millions)
Operating income	\$(77)
Depreciation	182
Investment return	(61)
Capital grants & gifts	11
CARES Act / FEMA grants	18
New debt applied	83
Sources of cash	155
Principal repaid	(30)
Capital spending	(181)
CARES Act loans repaid	(112)
All other changes, net	(43)
Uses of cash	(365)
Sources less uses of cash	(210)
Cash flow net of s/t loans	\$(98)

An additional \$24.3m of CARES Act grants were received on 6/16/22.



Date: June 24, 2022

To: OHSU Board of Directors

From: David W. Robinson, PhD, Interim Provost

RE: OHSU Tuition and Fees 2022-23

Memo: Recent historical tuition increases have ranged from 0% (for returning students in OHSU Tuition Promise programs) to 2%. Balancing our high tuition rates, when compared with our peer institutions, and the continued challenging financial outlook for OHSU, we are again proposing a modest 2% tuition increase for the 2022-23 academic year across OHSU education programs. We also are proposing that the OHSU Tuition Promise be continued for students entering in eligible degree programs in 2022-23. Finally, we are proposing no increase in the University Fee over the amount charged in 2021-22 (this will be the second year that we are proposing no increase to the University Fee). Documents in this section provide more detail on the OHSU proposed tuition for the 2022-23 academic year.

Proposed 2022-23 Entering Class Increases for Select Programs

	Tuition Increase		Resident Tuition	Fees	2022-23 Total
	Resident	Non-Resident			
Medicine – MD¹	2.00%	2.00%	\$46,148	\$9,362	\$55,510
Dentistry – DMD¹	2.00%	2.00%	\$47,984	\$18,512	\$66,496
Medicine – Physician Assistant¹	1.99%	1.99%	\$42,444	\$9,970	\$52,414
Medicine – Human Nutrition²	1.92%	1.92%	\$31,005	\$7,895	\$38,900
Medicine – Radiation Therapy¹	1.84%	1.87%	\$21,868	\$9,109	\$30,977
Nursing – Undergraduate OCNE²	1.95%	2.00%	\$13,794	\$7,658	\$21,452
Nursing – Undergraduate Accelerated BS¹	1.94%	1.99%	\$34,620	\$9,970	\$44,590
Nursing – Graduate Nurse Practitioner³	1.97%	1.98%	\$24,228	\$7,895	\$32,123
Nursing – Graduate Nurse Anesthesia⁴	1.94%	1.98%	\$40,272	\$9,970	\$50,242

¹Based on four terms of enrollment

²Based on three terms of enrollment

³Based on three terms of enrollment at 12 credits each — actual enrollment may vary

⁴Based on four terms of enrollment at 12 credits each — actual enrollment may vary



Proposed 2022-23 Percentage Change in Full-Time Tuition

OHSU 2022-23 Percentage Change in Per Term Full-Time Tuition							
	Approx.	2021-22	2022-23		2021-22	2022-23	
	Terms of	Resident	Resident	Percent	Non-Res	Non-Res	Percent
	Attendance	Tuition	Tuition	Increase	Tuition	Tuition	Increase
Returning Tuition Promise Programs							
MD 2nd Year	4	\$11,311	\$11,311	0.00%	\$17,387	\$17,387	0.00%
MD 3rd Year	4	\$11,089	\$11,089	0.00%	\$17,046	\$17,046	0.00%
MD 4th Year	4	\$10,872	\$10,872	0.00%	\$16,711	\$16,711	0.00%
MD/MPH 2nd Year	4	\$10,411	\$10,411	0.00%	\$15,980	\$15,980	0.00%
MD/MPH 3rd Year	4	\$10,210	\$10,210	0.00%	\$15,668	\$15,668	0.00%
MD/MPH 4th Year	4	\$10,012	\$10,012	0.00%	\$15,361	\$15,361	0.00%
MD/MPH 5th Year	4	\$9,782	\$9,782	0.00%	\$14,882	\$14,882	0.00%
DMD 2nd Year	4	\$11,761	\$11,761	0.00%	\$18,982	\$18,982	0.00%
DMD 3rd Year	4	\$11,530	\$11,530	0.00%	\$18,609	\$18,609	0.00%
DMD 4th Year	4	\$11,304	\$11,304	0.00%	\$18,224	\$18,224	0.00%
Human Nutrition	4	\$7,020	\$7,020	0.00%	\$7,020	\$7,020	0.00%
Physician Assistant	4	\$10,404	\$10,404	0.00%	\$10,404	\$10,404	0.00%
Radiation Therapy	4	\$5,856	\$5,856	0.00%	\$7,044	\$7,044	0.00%
UG Nursing Accelerated Bacc	2	\$6,792	\$6,792	0.00%	\$9,060	\$9,060	0.00%
UG Nursing OCNE 2nd Year	3	\$4,920	\$4,920	0.00%	\$9,012	\$9,012	0.00%
UG Nursing OCNE 3rd Year	3	\$4,824	\$4,824	0.00%	\$8,844	\$8,844	0.00%
Graduate Nurse Practitioner	4	\$5,940	\$5,940	0.00%	\$7,713	\$7,713	0.00%
Graduate Nurse Anesthesia	4	\$7,407	\$7,407	0.00%	\$7,713	\$7,713	0.00%
2022-23 Tuition Promise Programs							
MD 1st Year	4	\$11,311	\$11,537	2.00%	\$17,387	\$17,734	2.00%
MD/MPH 1st Year	4	\$10,411	\$10,619	2.00%	\$15,980	\$16,297	1.98%
DMD 1st Year	4	\$11,761	\$11,996	2.00%	\$18,982	\$19,361	2.00%
Human Nutrition	3	\$7,020	\$7,155	1.92%	\$7,020	\$7,155	1.92%
Physician Assistant	4	\$10,404	\$10,611	1.99%	\$10,404	\$10,611	1.99%
Radiation Therapy	4	\$5,856	\$5,964	1.84%	\$7,044	\$7,176	1.87%
UG Nursing Accelerated Bacc	3	\$6,792	\$6,924	1.94%	\$9,060	\$9,240	1.99%
UG Nursing OCNE	3	\$4,920	\$5,016	1.95%	\$9,012	\$9,192	2.00%
Graduate Nurse Practitioner	3	\$5,940	\$6,057	1.97%	\$7,713	\$7,866	1.98%
Graduate Nurse Anesthesia	4	\$7,407	\$7,551	1.94%	\$7,713	\$7,866	1.98%



Proposed 2022-23 Percentage Change in Full-Time Tuition

Non Tuition Promise Programs							
Dental Graduate	4	\$11,543	\$11,773	1.99%	\$13,749	\$14,023	1.99%
Dietetic Internship	4	\$7,020	\$7,155	1.92%	\$7,020	\$7,155	1.92%
Food Systems & Society	3	\$6,309	\$6,435	2.00%	\$6,309	\$6,435	2.00%
SoM PhD	3	\$7,074	\$6,990	-1.19%	\$7,074	\$6,990	-1.19%
Biomedical Informatics On Campus	3	\$6,432	\$6,558	1.96%	\$7,683	\$7,836	1.99%
Biomedical Informatics Distance Learning	3	\$7,133	\$7,268	1.89%	\$8,410	\$8,572	1.93%
Clinical Research or Human Investigations	3	\$4,920	\$5,010	1.83%	\$4,920	\$5,010	1.83%
Computer Science & Engineering or Electrical Engineering	3	\$6,747	\$6,873	1.87%	\$6,747	\$6,873	1.87%
MBA, MS or Certificate in Healthcare Mgmt, or in Healthcare Admin	3	\$5,622	\$5,715	1.65%	\$5,622	\$5,715	1.65%
Medical Physics	3	\$5,616	\$5,724	1.92%	\$8,955	\$9,126	1.91%
UG Nursing RN/BS	3	\$3,576	\$3,636	1.68%	\$3,576	\$3,636	1.68%
Nursing PhD, DNP in Nursing, Hlth Sys Org Leadership, Nursing Ed	3	\$5,841	\$5,949	1.85%	\$7,569	\$7,713	1.90%
On-Campus MPH or Programs in Biostatistics	3	\$4,050	\$4,131	2.00%	\$6,174	\$6,291	1.90%
SPH PhD	3	\$5,247	\$5,346	1.89%	\$6,120	\$6,237	1.91%
Online MPH or Certificate in Public Health	3	\$5,355	\$5,454	1.85%	\$6,921	\$7,056	1.95%

Oregon Health & Science University

DRAFT

Academic Year Tuition & Fee Book

2022-2023

Prepared by:
The Office of the Registrar

June 24th, 2022



Tuition & Fee Book

Academic Year 2022-2023

Oregon Health & Science University

The tuition and fee policies as outlined in this document apply to the Summer, Fall, Winter and Spring terms of the 2022-2023 academic year. All prior academic year *Tuition & Fee Books* are repealed except as to rights or obligations previously acquired or incurred thereunder.

I. Definitions

A. Full-Time Student

A full-time undergraduate student is one who is enrolled for at least 12 credits. A full-time graduate/professional student is one who is enrolled for at least 9 credits. Students may be charged mandatory enrollment fees for all credits enrolled for during a term.

B. Mandatory Enrollment Fees

Mandatory enrollment fees are those tuition and fees that a student is assessed for which the student has no discretion not to pay. Mandatory enrollment fees include, but are not limited to: Tuition; University Fee; Major Medical Insurance; Dental Insurance; Student Council Fee and others. There may be differentials for some tuition or fees based on residency, campus location or other criteria. Mandatory enrollment fees are set by the OHSU Board of Directors.

C. Part-Time Student

A part-time student is one who is enrolled in less than the minimum number of credits per term required of a full-time student (fewer than 12 credits for undergraduate students; fewer than 9 credits for graduate/professional students).

D. Resident Student

A resident student for tuition purposes is one who meets the criteria of [OHSU Residency Policy 2-10-010](#). Students should reference the OHSU Residency Policy to determine if they qualify for the resident student tuition rate.

II. Tuition Policies

A. Tuition Differentials

Resident and non-resident tuition differentials may apply to students enrolled in certain academic programs.

B. Advance Tuition Deposit

OHSU determines the student population for whom a tuition deposit will be required. The amount of the deposit varies and is set by the academic program.

C. Tuition Refund Schedule

Refunds of tuition and/or fees may be granted to students in accordance with the refund schedule on file with the university [Registrar's Office](#). This schedule shall be prepared annually. There is no refund for Employee Tuition Benefits. No refunds are issued for fees after the 100% refund date.

Notification of program Withdrawal or Leave of Absence is required and can be completed by submitting a "Withdrawal/Leave of Absence" form available from the university Registrar's Office. Students who believe that their circumstances warrant exceptions to the published refund schedule may submit a letter of appeal to the university Registrar.

The following uniform refund schedules are established for all schools:

11- or 12-week term:

<i>Starting from the Day on Which Classes Begin for the Term:</i>	<i>Percent Refund</i>
Complete or Partial Withdrawal Before the Close of the 11 th Day After Classes Begin for the Term	100%
Before the Close of the 25 th Day After Classes Begin for the Term	50%

Summer A and Summer B (6-week term):

<i>Starting from the Day on Which Classes Begin for the Term:</i>	<i>Percent Refund</i>
Complete or Partial Withdrawal Before the Close of the 4 th Day After Classes Begin for the Term	100%
Before the Close of the 11 th Day After Classes Begin for the Term	50%

The refund for course load reduction applies to all students reducing credit hours except for those credit hours within a tuition plateau. Any student with orders to report for active military duty may withdraw at any time during the term and receive a full refund. If sufficient course work has been accomplished and the faculty of record feels justified in granting credit for the course work completed, credit may be granted and withdrawal proceedings are unnecessary.

D. Non-Resident Tuition Exemption for School of Nursing Programs

Non-resident undergraduate or graduate nursing students who are residents of counties adjacent to the Oregon border in California, Idaho, Nevada or Washington pay resident tuition rates. Non-resident undergraduate nursing students on the La Grande campus will also pay resident tuition rates if they are residents of Idaho or Washington and have completed at least one term at Eastern Oregon University (EOU) while paying the EOU resident tuition rate, prior to entering the OHSU undergraduate nursing program. Students eligible for either of these exemptions must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the non-resident rate.

Non-resident PhD and DNP nursing students from states participating in the Western Regional Graduate Program of the Western Interstate Commission for Higher Education pay resident tuition rates. Participants include Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, South Dakota, Utah, Washington, Wyoming and the Commonwealth of the Northern Mariana Islands. Students eligible for this exemption must notify the Registrar's Office by the first day of the academic term. Tuition for terms prior to the date the student notifies the Registrar's Office will continue to be charged at the non-resident rate.

E. OHSU Tuition Promise

2022-23 OHSU Tuition Promise: All new students enrolled during 2022-23 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2022-23 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2021-22 OHSU Tuition Promise: All new students enrolled during 2021-22 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2021-22 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2020-21 OHSU Tuition Promise: All new students enrolled during 2020-21 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2020-21 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2019-20 OHSU Tuition Promise: All new students enrolled during 2019-20 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2019-20 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2018-19 OHSU Tuition Promise: All new students enrolled during 2018-19 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2018-19 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2017-18 OHSU Tuition Promise: All new students enrolled during 2017-18 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2017-18 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2016-17 OHSU Tuition Promise: All new students enrolled during 2016-17 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2016-17 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2015-2016 OHSU Tuition Promise: All new students enrolled during 2015-16 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2015-16 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

2014-2015 OHSU Tuition Promise: All new students enrolled during 2014-15 in one of the eligible degree programs listed below will not incur a tuition rate increase over their 2014-15 tuition rates during the remaining years of their degree (as long as the degree is completed within the normal timeline as specified by the degree program).

Students eligible for the OHSU Tuition Promise must be enrolled in one of the following degree programs at any OHSU campus:

- *MD*
- *MD/MPH**
- *DMD*
- *Master of Physician Assistant Studies*
- *Master of Science in Human Nutrition*
- *Master of Nursing or Doctor of Nursing Practice in Adult Gerontology Acute Care*
- *Master of Nursing or Doctor of Nursing Practice in Nurse Anesthesia*
- *Master of Nursing or Doctor of Nursing Practice in Family Nurse Practitioner*
- *Master of Nursing or Doctor of Nursing Practice in Nurse Midwifery*
- *Master of Nursing or Doctor of Nursing Practice in Pediatric Nurse Practitioner*
- *Master of Nursing or Doctor of Nursing Practice in Pediatric Primary & Acute Care Nurse Practitioner*
- *Master of Nursing or Doctor of Nursing Practice in Psychiatric Mental Health Nurse Practitioner*
- *Bachelor of Science in Radiation Therapy*
- *3-Year OCNE Bachelor of Science in Nursing (excluding RN/BS)*
- *Accelerated Bachelor of Science in Nursing*

**Only students matriculating as first year students into the MD/MPH in 2016-17 or later will be eligible for the MD/MPH Tuition Promise for the five year period of their program. MD/MPH students matriculated prior to 2016-17 are only eligible for the MD Tuition Promise rate during the terms they are charged tuition as MD students.*

While the tuition rate for eligible students will remain the same under the OHSU Tuition Promise, other expenses such as fees, books, supplies or equipment charges are subject to change.

If a student exhausts the specified length of the degree program, they will no longer be eligible for the OHSU Tuition Promise and their tuition rate may increase at that time. Students wishing to request an extension of their OHSU Tuition Promise may submit an appeal by emailing Cherie Honnell, Vice Provost for Enrollment Management & Academic Programs, at honnellec@ohsu.edu. Appeals are reviewed on a case by case basis. A student dissatisfied with a decision made by the Vice Provost for Enrollment Management & Academic Programs may, within ten (10) business days of the date of the notification of the decision, appeal the decision to the OHSU Provost. An appeal to the OHSU Provost shall be in writing only. The Provost's decision shall be final.

Students with approved tuition promise extensions shall be charged the tuition rate of their promise for the length of time specified by the Vice Provost or Provost. Students with tuition promise extensions should refer back to previous year's Academic Year Tuition & Fee Books for tuition information, and this 2022-2023 Academic Year Tuition & Fee Book for current information on other expenses such as fees, equipment charges, etc.

III. Fee Policies

A. Application Fee

An application fee will be assessed to all students seeking formal admission to an OHSU academic program. This includes those students advancing from an undergraduate program to a graduate program as well as all international students. An application will not be evaluated until the application fee has been received. The amount of the application fee varies and is set by the academic program. Application fees are not refundable.

If a student applies to enroll for Summer, Fall or Winter term of an academic year but delays enrollment until a subsequent term, a second application fee will not be assessed if enrollment occurs within that academic year. If enrollment is delayed until the subsequent academic year, a second application fee will be assessed.

B. Other Fees, Fines, and Service Charges

- | | |
|--------------------------|---------|
| 1. Late Registration Fee | \$35.00 |
| 2. Returned Check | \$40.00 |

A returned check charge will be assessed in the amount of \$40.00.

3. Transcript Fee

Official copy	\$20.00
---------------	---------

Individuals requesting priority and/or international processing or delivery will be charged an extra fee based on delivery method, timeline and location(s) in addition to the transcript fee.
4. Certified Copies of Diplomas \$10.00

Individuals requesting priority and/or international processing or delivery will be charged an extra fee based on delivery method, timeline and location(s) in addition to the cost of the certified copy of the diploma.
5. Duplicate Diploma \$60.00
6. Medical Student Performance Evaluation (MSPE)/Dean's Letter \$10.00

Individuals requesting priority and/or international processing or delivery will be charged an extra fee based on delivery method, timeline and location(s) in addition to the cost of the MSPE/Dean's Letter.
7. Archived Records Retrieval Fee \$20.00
8. Copies of Education Records
(except as exempted for release by *Family Educational Rights and Privacy Act (FERPA)* and university *Student Records Policy*)

1 st Page	\$ 5.00
Each Additional Page:	\$ 1.00
9. Examination for Credit Up to \$40.00

Institution-administered examination for credit, per course examination, regardless of credit hours involved.
10. Graduation Fee \$60.00
11. International Student Fee, per term \$50.00

International students on F1 or J1 visas will be assessed a fee to support the tracking requirements associated with the international student SEVIS system.
12. Regional Campus Fees for Undergraduates in Nursing

Students in the undergraduate nursing programs at Eastern Oregon University, Oregon Institute of Technology, Southern Oregon University, or Western Oregon University will pay campus fees directly to those institutions. Students should

contact the Regional University where they will be located for the specific fee amounts.

13. Nursing Education Xchange (NEXus) Course Fee, per credit \$577.00

A per-credit fee assessed to students taking courses at OHSU as part of the Nursing Education Xchange (NEXus) while enrolled in a graduate nursing program at another NEXus member institution.

14. Undergraduate Medical Education Visiting Student Fee, per rotation \$100.00

A fee charged to visiting MD students participating in OHSU rotations.

IV. Other Policies

A. Student Health Insurance Plan

OHSU requires students to carry major group health/dental insurance. For students with other major group health coverage, an insurance waiver application is available. For waiver application information and deadlines, refer to the [Student Health Insurance Plan website](#).

Graduate researchers united (GRU) are not required to complete a waiver application. For GRU coverage information please visit the [GRU O2 page](#).

B. Institutional Authority to Adjust Charges

OHSU institutional officials may make tuition refunds and waive fines or charges that result from circumstances beyond the student's control or are for the best interest of the institution. Institutional officials may also add and revise tuition or fee amounts established herein, for program changes or additions made after the adoption of this *Academic Year Tuition & Fee Book* by the Board.

C. Charges for Services to Non-students

This *Academic Year Tuition & Fee Book* does not identify charges for services that are continuously offered to persons other than students.

D. Courses Taken at Other Institutions

Students enrolled in coursework at an institution other than OHSU (regardless of whether the coursework is required by OHSU) are responsible for all costs (tuition and other fees) charged by that institution.

E. Auditors

Students enrolled in a combination of credit and audit courses or audit only will be assessed for the total credits under the tuition and fee schedule appropriate to their classification and residency.

F. Employee Education Assistance Benefit (EAB) Program

An Employee Education Assistance Benefit program is available for some OHSU academic programs. Refer to the [Education Assistance Benefit](#) information page on the Human Resources website for more information.

V. Accounts Receivable Policy

A. Student Responsibilities

At the time a student is formally registered for classes, either by signing and submitting the appropriate registration forms to the Registrar's Office, by registering online, or being registered by their program, the student agrees to:

1. Assume financial responsibility for any tuition and fees as posted to their student account.
2. Abide by the official school policies regarding withdrawal from the University.
3. Assume the responsibility for understanding the University's official policy concerning schedule changes and satisfactory academic progress which may result in additional charges or the loss of eligibility for certain types of financial aid. It is the student's responsibility to understand how any changes to financial aid eligibility can affect their financial situation.
4. Make sure OHSU student records are current and advise of any demographic changes such as name, address, telephone and email.

B. Payment Due Dates

Accounts Receivable approved financial arrangements must be in place one week after the start of classes for each program. Electronic Bills, or E-Bills, for tuition and fees are the official student billing method for OHSU. E-Bills are sent on the second Tuesday of every month.

Students that do not receive an E-Bill can confirm account charges by accessing the online [Student Information System](#). All students must pay on time even if an E-Bill is not received. Students should refer to the billing statement for the last day to pay tuition and fees in full before late charges are assessed.

C. Payment Options

Payment to student accounts can be made in the following ways:

Credit/Debit Card – Credit/Debit card payments can be made online through the Student Information System (which is a secure payment option) or by phone to the Cashier’s Office at (503) 494-8243.

Check – Payments made via check can be sent via US mail or campus mail.

D. Refunds

A credit balance on a student account is created when financial aid, payments and other credits exceed total charges due. A refund of the credit balance will be processed and returned to the student using the following methods:

Direct Deposit – Direct deposit is the electronic transfer of funds into a checking account. It is the quickest, safest and most convenient way to receive a refund. To elect to have refunds direct deposited, students need to log into the OHSU Student Information System, select Student Services, select Student Records, then select Set Up Direct Deposit.

Credit Card – If payment is made on a student account by credit card, then credit will be issued to the original credit card. Students receiving financial aid for the same academic term will have their account reviewed to determine where the refund will be sent.

Check – Refunds in the form of a check will be mailed directly to the student’s address on file. Please be aware that there is a 24 hour hold on all checks before they can be disbursed.

Overpayments – While OHSU does accept institutional payments (loans/scholarships) in excess of billed amounts in order to cover living and other expenses, it does not accept direct payments from parents or other non-institutional sources in excess of the billed amount. Any such amounts should be paid directly to the student.

E. Payment Plans

The OHSU Student Accounts Office is responsible for billing and collection of tuition and fees. It is the goal of this office to work with students to resolve outstanding balances. It is understood that students and their families may experience financial difficulties and it is important for those types of issues to be communicated to the Student Accounts Office at an early stage. The Student Accounts Office offers payment plans to assist with the budgeting of the cost of education. However, those plans are only available to students prior to the due date of their bill. Students are urged to contact the Student Accounts Office prior to the due date of the bill to discuss any financial concerns that they may have. The earlier the issue is discussed the more tools are available to assist students in resolving the situation since **all** tuition/fees accrued in one term must be paid before registering for another term.

F. Educational Promissory Note

OHSU offers extended payment terms utilizing an Educational Promissory Note for unpaid tuition and fees. The Educational Promissory Note is a mandatory note and a new note is required each term.

G. Contractual Agreements

OHSU recognizes that employers or a third party may pay tuition and/or fees on behalf of students. These agreements are made between the student and the employer or third party. Students are responsible for meeting the requirements of the agreement such as grades and for any charges not paid by the employer or third party. Contractual agreements received from a government agency are between the US Government and OHSU. OHSU accepts only third party contracts that are on official company letterhead and include the following billing information: student's name, tuition quarter and amount paying.

H. Collection Actions

If the balance is not resolved by the due date, a financial hold is placed on the account. Other collection actions on delinquent accounts include:

1. Prevention of students from registering for classes.
2. Hold on registration, official transcripts, licensure certification, degree verifications, diplomas and grades.
3. Debt referral to third party collection agency.
4. Tax offset of debt against State of Oregon Income Tax Refund.
5. Accounts with unresolved balances are subject to additional collection charges based on a percentage up to a maximum of 30% of the delinquent account, together with all costs and expenses, including reasonable attorneys' fees, incurred by OHSU in collection efforts.
6. Litigation against debtor.

I. Withdrawals

Should a student withdraw during the term, all refunds are to be applied to any outstanding balance, and any remaining balance will immediately be due and payable.

J. Delinquent Accounts

Students should refer to the billing statement for the last day to pay tuition and fees in full before late charges are assessed. If payment is not paid in full by the stated due date, then the following policies may apply:

1. Interest will be assessed at a rate of 1.5% per month of the outstanding balance.
2. All accounts over 121+ days delinquent will be sent to Oregon Department of Revenue tax offset program.
3. Accounts referred to an outside collection agency will be subject to additional collection charges based on a percentage up to a maximum of 30% of the delinquent account, together with all costs and expenses, including reasonable attorneys' fees, incurred by OHSU in collection efforts. After an account has been turned over to a collection agency, OHSU can no longer accept payment on the account and students must remit payment directly to the agency.
4. OHSU reserves the right to recover all costs involved with the collection and/or litigation of delinquent accounts.
5. OHSU is a non-profit institution of higher learning. Student receivable accounts are considered to be educational loans offered for the sole purpose of financing an education and are not dischargeable in bankruptcy proceedings.
6. OHSU reserves the right to demand payment in the form of a certified check, money order, cash or credit card in the event that one or more checks have been returned unpaid for any reason.

Refer to the [Student Accounts Office](#) website for additional information.

OHSU 2022-2023 Academic Year Tuition and Fee Book

INDEX

Draft 6/24/2022

[Dietetic Intern or Master of Science in Human Nutrition](#)
[Master of Science in Food Systems & Society](#)
[Physician Assistant](#)
[Radiation Therapy Technology](#)
[DMD or Graduate Dental](#)
[MD or MD/MPH](#)
[School of Medicine PhD](#)
[Medical Physics](#)
[Biomedical Informatics, Health & Clinical Informatics, or Bioinformatics & Computational Biomedicine](#)
[Master of Clinical Research, Certificate in Human Investigations](#)
[Master of Science in Computer Science and Engineering or Electrical Engineering](#)
[Master of Science or Certificate in Healthcare Administration; MS, Certificate, or Master of Business Administration in Healthcare Management](#)
[Master of Public Health - On Campus; MS or Certificate in Biostatistics; and School of Public Health PhD](#)
[Master of Public Health or Certificate in Public Health - Online](#)
[Undergraduate Nursing Accelerated Bachelor - Ashland](#)
[Undergraduate Nursing Accelerated Bachelor - Portland](#)
[Undergraduate Nursing - Ashland, Klamath Falls, La Grande, Monmouth](#)
[Undergraduate Nursing - Portland](#)
[Undergraduate Nursing RN/BS](#)
[Doctor of Nursing Practice in an Advanced Practice Nursing Specialty](#)
[PhD or Doctor of Nursing Practice in Nursing](#)
[Nurse Anesthesia](#)
[Nursing Education and Health Systems & Organizational Leadership](#)
[Pharm.D.](#)

Dietetic Intern or Master of Science in Human Nutrition

2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

MS in Human Nutrition Students Qualifying for the 2022-23 Tuition Promise and Dietetic Interns

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,155.00	\$ 7,155.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 9,786.69	\$ 9,786.69
1 credit hour	\$ 795.00	\$ 795.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,173.69	\$ 3,173.69
2 credit hours	\$ 1,590.00	\$ 1,590.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,968.69	\$ 3,968.69
3 credit hours	\$ 2,385.00	\$ 2,385.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,763.69	\$ 4,763.69
4 credit hours	\$ 3,180.00	\$ 3,180.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,558.69	\$ 5,558.69
5 credit hours	\$ 3,975.00	\$ 3,975.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,353.69	\$ 6,353.69
6 credit hours	\$ 4,770.00	\$ 4,770.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,148.69	\$ 7,148.69
7 credit hours	\$ 5,565.00	\$ 5,565.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,943.69	\$ 7,943.69
8 credit hours	\$ 6,360.00	\$ 6,360.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,738.69	\$ 8,738.69
Each Additional Hour	\$ 795.00	\$ 795.00						

MS in Human Nutrition Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,020.00	\$ 7,020.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 9,651.69	\$ 9,651.69
1 credit hour	\$ 780.00	\$ 780.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,158.69	\$ 3,158.69
2 credit hours	\$ 1,560.00	\$ 1,560.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,938.69	\$ 3,938.69
3 credit hours	\$ 2,340.00	\$ 2,340.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,718.69	\$ 4,718.69
4 credit hours	\$ 3,120.00	\$ 3,120.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,498.69	\$ 5,498.69
5 credit hours	\$ 3,900.00	\$ 3,900.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,278.69	\$ 6,278.69
6 credit hours	\$ 4,680.00	\$ 4,680.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,058.69	\$ 7,058.69
7 credit hours	\$ 5,460.00	\$ 5,460.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,838.69	\$ 7,838.69
8 credit hours	\$ 6,240.00	\$ 6,240.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,618.69	\$ 8,618.69
Each Additional Hour	\$ 780.00	\$ 780.00						

MS in Human Nutrition Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,885.00	\$ 6,885.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 9,516.69	\$ 9,516.69
1 credit hour	\$ 765.00	\$ 765.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,143.69	\$ 3,143.69
2 credit hours	\$ 1,530.00	\$ 1,530.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,908.69	\$ 3,908.69
3 credit hours	\$ 2,295.00	\$ 2,295.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,673.69	\$ 4,673.69
4 credit hours	\$ 3,060.00	\$ 3,060.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,438.69	\$ 5,438.69
5 credit hours	\$ 3,825.00	\$ 3,825.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,203.69	\$ 6,203.69
6 credit hours	\$ 4,590.00	\$ 4,590.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,968.69	\$ 6,968.69
7 credit hours	\$ 5,355.00	\$ 5,355.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,733.69	\$ 7,733.69
8 credit hours	\$ 6,120.00	\$ 6,120.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,498.69	\$ 8,498.69
Each Additional Hour	\$ 765.00	\$ 765.00						

*Insurance is charged Fall, Winter, and Spring for continuing Nutrition or Dietetic Intern students and Nutrition or Dietetic Intern students admitted in those terms. Nutrition or Dietetic Intern students admitted Summer 2022, returning in Summer 2022 after a leave of absence or other lapse in enrollment, or entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for Nutrition and Dietetic Intern students insured during Spring 2023.

MS in Food Systems & Society
2022-2023 Tuition & Fee Charges By Term

Draft 6/24/2022

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,435.00	\$ 6,435.00	\$ 346.00	\$ 16.00	\$ 6,797.00	\$ 6,797.00
1 credit hour	\$ 715.00	\$ 715.00	\$ 346.00	\$ 0.00	\$ 1,061.00	\$ 1,061.00
2 credit hours	\$ 1,430.00	\$ 1,430.00	\$ 346.00	\$ 0.00	\$ 1,776.00	\$ 1,776.00
3 credit hours	\$ 2,145.00	\$ 2,145.00	\$ 346.00	\$ 0.00	\$ 2,491.00	\$ 2,491.00
4 credit hours	\$ 2,860.00	\$ 2,860.00	\$ 346.00	\$ 0.00	\$ 3,206.00	\$ 3,206.00
5 credit hours	\$ 3,575.00	\$ 3,575.00	\$ 346.00	\$ 0.00	\$ 3,921.00	\$ 3,921.00
6 credit hours	\$ 4,290.00	\$ 4,290.00	\$ 346.00	\$ 0.00	\$ 4,636.00	\$ 4,636.00
7 credit hours	\$ 5,005.00	\$ 5,005.00	\$ 346.00	\$ 0.00	\$ 5,351.00	\$ 5,351.00
8 credit hours	\$ 5,720.00	\$ 5,720.00	\$ 346.00	\$ 0.00	\$ 6,066.00	\$ 6,066.00
Each Additional Hour	\$ 715.00	\$ 715.00				

**Physician Assistant
2022-2023 Tuition and Fee Charges by Term**

Draft 6/24/2022

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 or more credit hours	\$ 10,611.00	\$ 10,611.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 13,242.69	\$ 13,242.69
1 credit hour	\$ 1,179.00	\$ 1,179.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,557.69	\$ 3,557.69
2 credit hours	\$ 2,358.00	\$ 2,358.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,736.69	\$ 4,736.69
3 credit hours	\$ 3,537.00	\$ 3,537.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,915.69	\$ 5,915.69
4 credit hours	\$ 4,716.00	\$ 4,716.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,094.69	\$ 7,094.69
5 credit hours	\$ 5,895.00	\$ 5,895.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,273.69	\$ 8,273.69
6 credit hours	\$ 7,074.00	\$ 7,074.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 9,452.69	\$ 9,452.69
7 credit hours	\$ 8,253.00	\$ 8,253.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 10,631.69	\$ 10,631.69
8 credit hours	\$ 9,432.00	\$ 9,432.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 11,810.69	\$ 11,810.69
Per Credit Hour	\$ 1,179.00	\$ 1,179.00						

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 or more credit hours	\$ 10,404.00	\$ 10,404.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 13,035.69	\$ 13,035.69
1 credit hour	\$ 1,156.00	\$ 1,156.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,534.69	\$ 3,534.69
2 credit hours	\$ 2,312.00	\$ 2,312.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,690.69	\$ 4,690.69
3 credit hours	\$ 3,468.00	\$ 3,468.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,846.69	\$ 5,846.69
4 credit hours	\$ 4,624.00	\$ 4,624.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,002.69	\$ 7,002.69
5 credit hours	\$ 5,780.00	\$ 5,780.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,158.69	\$ 8,158.69
6 credit hours	\$ 6,936.00	\$ 6,936.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 9,314.69	\$ 9,314.69
7 credit hours	\$ 8,092.00	\$ 8,092.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 10,470.69	\$ 10,470.69
8 credit hours	\$ 9,248.00	\$ 9,248.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 11,626.69	\$ 11,626.69
Per Credit Hour	\$ 1,156.00	\$ 1,156.00						

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 or more credit hours	\$ 10,206.00	\$ 10,206.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 12,837.69	\$ 12,837.69
1 credit hour	\$ 1,134.00	\$ 1,134.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,512.69	\$ 3,512.69
2 credit hours	\$ 2,268.00	\$ 2,268.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,646.69	\$ 4,646.69
3 credit hours	\$ 3,402.00	\$ 3,402.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,780.69	\$ 5,780.69
4 credit hours	\$ 4,536.00	\$ 4,536.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,914.69	\$ 6,914.69
5 credit hours	\$ 5,670.00	\$ 5,670.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,048.69	\$ 8,048.69
6 credit hours	\$ 6,804.00	\$ 6,804.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 9,182.69	\$ 9,182.69
7 credit hours	\$ 7,938.00	\$ 7,938.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 10,316.69	\$ 10,316.69
8 credit hours	\$ 9,072.00	\$ 9,072.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 11,450.69	\$ 11,450.69
Per Credit Hour	\$ 1,134.00	\$ 1,134.00						

Physician Assistant is a flat fee, lock-step program and is not available on a per credit hour basis. For students requiring remediation (approval by the Program Director is required) tuition and fees will be based on the above graduated scale for part-time attendance.

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2022, students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Radiation Therapy Technology
2022-2023 Tuition & Fee Charges By Term

Draft 6/24/2022

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12-18 credit hours	\$ 5,964.00	\$ 7,176.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 8,595.69	\$ 9,807.69
1 credit hour	\$ 497.00	\$ 598.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,875.69	\$ 2,976.69
2 credit hours	\$ 994.00	\$ 1,196.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,372.69	\$ 3,574.69
3 credit hours	\$ 1,491.00	\$ 1,794.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,869.69	\$ 4,172.69
4 credit hours	\$ 1,988.00	\$ 2,392.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,366.69	\$ 4,770.69
5 credit hours	\$ 2,485.00	\$ 2,990.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,863.69	\$ 5,368.69
6 credit hours	\$ 2,982.00	\$ 3,588.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,360.69	\$ 5,966.69
7 credit hours	\$ 3,479.00	\$ 4,186.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,857.69	\$ 6,564.69
8 credit hours	\$ 3,976.00	\$ 4,784.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,354.69	\$ 7,162.69
9 credit hours	\$ 4,473.00	\$ 5,382.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,851.69	\$ 7,760.69
10 credit hours	\$ 4,970.00	\$ 5,980.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,348.69	\$ 8,358.69
11 credit hours	\$ 5,467.00	\$ 6,578.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,845.69	\$ 8,956.69
Each Additional Hour	\$ 497.00	\$ 598.00						

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12-18 credit hours	\$ 5,856.00	\$ 7,044.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 8,487.69	\$ 9,675.69
1 credit hour	\$ 488.00	\$ 587.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,866.69	\$ 2,965.69
2 credit hours	\$ 976.00	\$ 1,174.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,354.69	\$ 3,552.69
3 credit hours	\$ 1,464.00	\$ 1,761.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,842.69	\$ 4,139.69
4 credit hours	\$ 1,952.00	\$ 2,348.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,330.69	\$ 4,726.69
5 credit hours	\$ 2,440.00	\$ 2,935.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,818.69	\$ 5,313.69
6 credit hours	\$ 2,928.00	\$ 3,522.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,306.69	\$ 5,900.69
7 credit hours	\$ 3,416.00	\$ 4,109.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,794.69	\$ 6,487.69
8 credit hours	\$ 3,904.00	\$ 4,696.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,282.69	\$ 7,074.69
9 credit hours	\$ 4,392.00	\$ 5,283.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,770.69	\$ 7,661.69
10 credit hours	\$ 4,880.00	\$ 5,870.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,258.69	\$ 8,248.69
11 credit hours	\$ 5,368.00	\$ 6,457.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,746.69	\$ 8,835.69
Each Additional Hour	\$ 488.00	\$ 587.00						

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12-18 credit hours	\$ 5,748.00	\$ 6,912.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 8,379.69	\$ 9,543.69
1 credit hour	\$ 479.00	\$ 576.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,857.69	\$ 2,954.69
2 credit hours	\$ 958.00	\$ 1,152.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,336.69	\$ 3,530.69
3 credit hours	\$ 1,437.00	\$ 1,728.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,815.69	\$ 4,106.69
4 credit hours	\$ 1,916.00	\$ 2,304.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,294.69	\$ 4,682.69
5 credit hours	\$ 2,395.00	\$ 2,880.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,773.69	\$ 5,258.69
6 credit hours	\$ 2,874.00	\$ 3,456.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,252.69	\$ 5,834.69
7 credit hours	\$ 3,353.00	\$ 4,032.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,731.69	\$ 6,410.69
8 credit hours	\$ 3,832.00	\$ 4,608.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,210.69	\$ 6,986.69
9 credit hours	\$ 4,311.00	\$ 5,184.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,689.69	\$ 7,562.69
10 credit hours	\$ 4,790.00	\$ 5,760.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,168.69	\$ 8,138.69
11 credit hours	\$ 5,269.00	\$ 6,336.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,647.69	\$ 8,714.69
Each Additional Hour	\$ 479.00	\$ 576.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2022 will be charged \$824.23 (Major Medical) and \$44.14 (Dental) for Summer 2022 coverage. Students returning in Summer 2022 after a leave of absence or other lapse in enrollment and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

DMD or Graduate Dental
2022-2023 Tuition & Fee Charges by Term

Draft 6/24/2022

Doctor of Dental Medicine (DMD)

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Clinic Infrastructure Assessment Fee*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
1st Year	\$ 11,996.00	\$ 19,361.00	\$ 583.00	\$ 16.00	\$ 3,050.00	\$ 103.33	\$ 1,929.36	\$ 17,677.69	\$ 25,042.69
2nd Year	\$ 11,761.00	\$ 18,982.00	\$ 583.00	\$ 16.00	\$ 2,990.00	\$ 103.33	\$ 1,929.36	\$ 17,382.69	\$ 24,603.69
3rd Year	\$ 11,530.00	\$ 18,609.00	\$ 583.00	\$ 16.00	\$ 2,931.00	\$ 103.33	\$ 1,929.36	\$ 17,092.69	\$ 24,171.69
4th Year	\$ 11,304.00	\$ 18,244.00	\$ 583.00	\$ 16.00	\$ 2,931.00	\$ 103.33	\$ 1,929.36	\$ 16,866.69	\$ 23,806.69

The DMD program is a flat fee lock-step program and students will be charged 100% of the above tuition and fees during each term of enrollment.

Graduate Dental

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Clinic Infrastructure Assessment Fee*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
Endo 1st Year	\$ 11,773.00	\$ 14,023.00	\$ 583.00	\$ 16.00	\$ 2,945.00	\$ 103.33	\$ 1,929.36	\$ 17,349.69	\$ 19,599.69
Endo 2nd Year	\$ 11,773.00	\$ 14,023.00	\$ 583.00	\$ 16.00	\$ 2,887.00	\$ 103.33	\$ 1,929.36	\$ 17,291.69	\$ 19,541.69
Ortho 1st Year	\$ 11,773.00	\$ 14,023.00	\$ 583.00	\$ 16.00	\$ 2,945.00	\$ 103.33	\$ 1,929.36	\$ 17,349.69	\$ 19,599.69
Ortho 2nd Year	\$ 11,773.00	\$ 14,023.00	\$ 583.00	\$ 16.00	\$ 2,887.00	\$ 103.33	\$ 1,929.36	\$ 17,291.69	\$ 19,541.69
Ortho 3rd Year	\$ 11,773.00	\$ 14,023.00	\$ 583.00	\$ 16.00	\$ 4,332.00	\$ 103.33	\$ 1,929.36	\$ 18,736.69	\$ 20,986.69
Perio 1st Year	\$ 11,773.00	\$ 14,023.00	\$ 583.00	\$ 16.00	\$ 2,945.00	\$ 103.33	\$ 1,929.36	\$ 17,349.69	\$ 19,599.69
Perio 2nd Year	\$ 11,773.00	\$ 14,023.00	\$ 583.00	\$ 16.00	\$ 2,887.00	\$ 103.33	\$ 1,929.36	\$ 17,291.69	\$ 19,541.69
Perio 3rd Year	\$ 11,773.00	\$ 14,023.00	\$ 583.00	\$ 16.00	\$ 2,831.00	\$ 103.33	\$ 1,929.36	\$ 17,235.69	\$ 19,485.69

Graduate Dental programs are flat fee lock-step programs and students will be charged 100% of the above tuition and fees during each term of enrollment.

*The CIA Fee is assessed Fall, Winter and Spring terms.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. DMD students admitted Summer 2022 will be charged \$824.23 (Major Medical) and \$44.14 (Dental) for Summer 2022 coverage. Students returning in Summer 2022 after a leave of absence or other lapse in enrollment, students entering in Summer 2022 from an uninsured program, and Graduate Dental students admitted Summer 2022 will be charged for \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

MD or MD/MPH
2022-2023 Tuition & Fee Charges By Term

Draft 6/24/2022

Doctor of Medicine (MD)

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
1st Year	\$ 11,537.00	\$ 17,734.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 14,168.69	\$ 20,365.69
2nd Year	\$ 11,311.00	\$ 17,387.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 13,942.69	\$ 20,018.69
3rd Year	\$ 11,089.00	\$ 17,046.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 13,720.69	\$ 19,677.69
4th Year	\$ 10,872.00	\$ 16,711.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 13,503.69	\$ 19,342.69

Combined MD/MPH Admitted Summer 2016 or later

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
1st Year	\$ 10,619.00	\$ 16,297.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 13,250.69	\$ 18,928.69
2nd Year	\$ 10,411.00	\$ 15,980.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 13,042.69	\$ 18,611.69
3rd Year	\$ 10,210.00	\$ 15,668.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 12,841.69	\$ 18,299.69
4th Year	\$ 10,012.00	\$ 15,361.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 12,643.69	\$ 17,992.69
5th Year	\$ 9,782.00	\$ 14,882.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 12,413.69	\$ 17,513.69

The MD program and combined MD/MPH program (students admitted Summer 2016 or later) are flat-fee lock-step programs. Students will be charged 100% of the above tuition and fees during each term of enrollment.

MD students may be charged 50% of the above tuition rate and 100% of the above fees for terms in which the student is enrolled in 8 or less credits and has also received specific pre-approval from the Associate Dean for Undergraduate Medical Education to enroll in a Curriculum Slowdown (as stipulated in the Student Handbook.)

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. MD students admitted Summer 2022 will be charged \$824.23 (Major Medical) and \$44.14 (Dental) for Summer 2022 coverage. Students returning in Summer 2022 after a leave of absence or other lapse in enrollment, students entering in Summer 2022 from an uninsured program, and MD/MPH students admitted Summer 2022 will be charged for \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Students graduating from the MD program in Spring 2023 will be charged \$1,506.65 (Major Medical) and \$80.66 (Dental) in Spring 2023, with coverage ending on 6/30/2023. Coverage ends 9/21/2023 for all other students insured during Spring 2023.

School of Medicine PhD
2022-2023 Tuition & Fee Charges By Term

Draft 6/24/2022

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,990.00	\$ 6,990.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 9,621.69	\$ 9,621.69
1 credit hour	\$ 775.00	\$ 775.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,153.69	\$ 3,153.69
2 credit hours	\$ 1,550.00	\$ 1,550.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,928.69	\$ 3,928.69
3 credit hours	\$ 2,325.00	\$ 2,325.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,703.69	\$ 4,703.69
4 credit hours	\$ 3,100.00	\$ 3,100.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,478.69	\$ 5,478.69
5 credit hours	\$ 3,875.00	\$ 3,875.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,253.69	\$ 6,253.69
6 credit hours	\$ 4,650.00	\$ 4,650.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,028.69	\$ 7,028.69
7 credit hours	\$ 5,425.00	\$ 5,425.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,803.69	\$ 7,803.69
8 credit hours	\$ 6,200.00	\$ 6,200.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,578.69	\$ 8,578.69
Each additional hour*	\$ 775.00	\$ 775.00						

*A tuition plateau of \$6,990 exists for PhD students in the Computer Science & Engineering and Electrical Engineering majors who enroll for more than 9 credit hours in a term. PhD in Biomedical Informatics, Health & Clinical Informatics, or Bioinformatics & Computational Biomedicine students will be charged tuition and fees listed on the Biomedical Informatics, Health & Clinical Informatics, or Bioinformatics & Computational Biomedicine page. PhD in Medical Physics students will be charged tuition and fees listed on the Medical Physics page.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2022, students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Medical Physics
2022-2023 Tuition & Fee Charges By Term

Draft 6/24/2022

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,724.00	\$ 9,126.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 8,355.69	\$ 11,757.69
1 credit hour	\$ 636.00	\$ 1,014.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,014.69	\$ 3,392.69
2 credit hours	\$ 1,272.00	\$ 2,028.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,650.69	\$ 4,406.69
3 credit hours	\$ 1,908.00	\$ 3,042.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,286.69	\$ 5,420.69
4 credit hours	\$ 2,544.00	\$ 4,056.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,922.69	\$ 6,434.69
5 credit hours	\$ 3,180.00	\$ 5,070.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,558.69	\$ 7,448.69
6 credit hours	\$ 3,816.00	\$ 6,084.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,194.69	\$ 8,462.69
7 credit hours	\$ 4,452.00	\$ 7,098.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,830.69	\$ 9,476.69
8 credit hours	\$ 5,088.00	\$ 8,112.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,466.69	\$ 10,490.69
Each additional hour	\$ 636.00	\$ 1,014.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Biomedical Informatics, Health & Clinical Informatics, or Bioinformatics & Computational Biomedicine
2022-2023 Tuition & Fee Charges By Term

Draft 6/24/2022

On-Campus Students

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,558.00	\$ 7,836.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 9,189.69	\$ 10,467.69
1 credit hour	\$ 727.00	\$ 869.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,105.69	\$ 3,247.69
2 credit hours	\$ 1,454.00	\$ 1,738.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,832.69	\$ 4,116.69
3 credit hours	\$ 2,181.00	\$ 2,607.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,559.69	\$ 4,985.69
4 credit hours	\$ 2,908.00	\$ 3,476.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,286.69	\$ 5,854.69
5 credit hours	\$ 3,635.00	\$ 4,345.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,013.69	\$ 6,723.69
6 credit hours	\$ 4,362.00	\$ 5,214.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,740.69	\$ 7,592.69
7 credit hours	\$ 5,089.00	\$ 6,083.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,467.69	\$ 8,461.69
8 credit hours	\$ 5,816.00	\$ 6,952.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,194.69	\$ 9,330.69

Each additional hour

\$ 727.00	\$ 869.00
-----------	-----------

Distance Learning Students

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,268.00	\$ 8,572.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 7,614.00	\$ 8,918.00
1 credit hour	\$ 972.00	\$ 1,124.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 1,318.00	\$ 1,470.00
2 credit hours	\$ 1,759.00	\$ 2,055.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,105.00	\$ 2,401.00
3 credit hours	\$ 2,546.00	\$ 2,986.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 2,892.00	\$ 3,332.00
4 credit hours	\$ 3,333.00	\$ 3,917.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 3,679.00	\$ 4,263.00
5 credit hours	\$ 4,120.00	\$ 4,848.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 4,466.00	\$ 5,194.00
6 credit hours	\$ 4,907.00	\$ 5,779.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 5,253.00	\$ 6,125.00
7 credit hours	\$ 5,694.00	\$ 6,710.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,040.00	\$ 7,056.00
8 credit hours	\$ 6,481.00	\$ 7,641.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 6,827.00	\$ 7,987.00

Each additional hour

\$ 787.00	\$ 931.00
-----------	-----------

*Insurance is charged Fall, Winter, and Spring for continuing on-campus students and on-campus students admitted in those terms. On-campus students admitted Summer 2022, on-campus students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and on-campus students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for on campus students insured during Spring 2023.

Master of Clinical Research, Certificate in Human Investigations

2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,010.00	\$ 5,010.00	\$ 346.00	\$ 16.00	\$ 5,372.00	\$ 5,372.00
1 credit hour	\$ 555.00	\$ 555.00	\$ 346.00	\$ 0.00	\$ 901.00	\$ 901.00
2 credit hours	\$ 1,110.00	\$ 1,110.00	\$ 346.00	\$ 0.00	\$ 1,456.00	\$ 1,456.00
3 credit hours	\$ 1,665.00	\$ 1,665.00	\$ 346.00	\$ 0.00	\$ 2,011.00	\$ 2,011.00
4 credit hours	\$ 2,220.00	\$ 2,220.00	\$ 346.00	\$ 0.00	\$ 2,566.00	\$ 2,566.00
5 credit hours	\$ 2,775.00	\$ 2,775.00	\$ 346.00	\$ 0.00	\$ 3,121.00	\$ 3,121.00
6 credit hours	\$ 3,330.00	\$ 3,330.00	\$ 346.00	\$ 0.00	\$ 3,676.00	\$ 3,676.00
7 credit hours	\$ 3,885.00	\$ 3,885.00	\$ 346.00	\$ 0.00	\$ 4,231.00	\$ 4,231.00
8 credit hours	\$ 4,440.00	\$ 4,440.00	\$ 346.00	\$ 0.00	\$ 4,786.00	\$ 4,786.00
Each additional hour	\$ 555.00	\$ 555.00				

Master of Science in Computer Science & Engineering or Electrical Engineering

2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,873.00	\$ 6,873.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 9,504.69	\$ 9,504.69
1 credit hour	\$ 762.00	\$ 762.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,140.69	\$ 3,140.69
2 credit hours	\$ 1,524.00	\$ 1,524.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,902.69	\$ 3,902.69
3 credit hours	\$ 2,286.00	\$ 2,286.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,664.69	\$ 4,664.69
4 credit hours	\$ 3,048.00	\$ 3,048.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,426.69	\$ 5,426.69
5 credit hours	\$ 3,810.00	\$ 3,810.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,188.69	\$ 6,188.69
6 credit hours	\$ 4,572.00	\$ 4,572.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,950.69	\$ 6,950.69
7 credit hours	\$ 5,334.00	\$ 5,334.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,712.69	\$ 7,712.69
8 credit hours	\$ 6,096.00	\$ 6,096.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,474.69	\$ 8,474.69
Each additional hour	\$ 762.00	\$ 762.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

**Master of Science or Certificate in Healthcare Administration;
MS, Certificate, or Master of Business Administration in Healthcare Management**

2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,715.00	\$ 5,715.00	\$ 346.00	\$ 16.00	\$ 6,077.00	\$ 6,077.00
1 credit hour	\$ 635.00	\$ 635.00	\$ 346.00	\$ 0.00	\$ 981.00	\$ 981.00
2 credit hours	\$ 1,270.00	\$ 1,270.00	\$ 346.00	\$ 0.00	\$ 1,616.00	\$ 1,616.00
3 credit hours	\$ 1,905.00	\$ 1,905.00	\$ 346.00	\$ 0.00	\$ 2,251.00	\$ 2,251.00
4 credit hours	\$ 2,540.00	\$ 2,540.00	\$ 346.00	\$ 0.00	\$ 2,886.00	\$ 2,886.00
5 credit hours	\$ 3,175.00	\$ 3,175.00	\$ 346.00	\$ 0.00	\$ 3,521.00	\$ 3,521.00
6 credit hours	\$ 3,810.00	\$ 3,810.00	\$ 346.00	\$ 0.00	\$ 4,156.00	\$ 4,156.00
7 credit hours	\$ 4,445.00	\$ 4,445.00	\$ 346.00	\$ 0.00	\$ 4,791.00	\$ 4,791.00
8 credit hours	\$ 5,080.00	\$ 5,080.00	\$ 346.00	\$ 0.00	\$ 5,426.00	\$ 5,426.00
Each additional hour	\$ 635.00	\$ 635.00				

Master of Public Health - On Campus; MS or Certificate in Biostatistics; and School of Public Health PhD

2022-2023 Tuition & Fee Charges By Term

Draft 6/24/2022

Master of Public Health - On Campus; MS or Certificate in Biostatistics

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 4,131.00	\$ 6,291.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,762.69	\$ 8,922.69
1 credit hour	\$ 459.00	\$ 699.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,837.69	\$ 3,077.69
2 credit hours	\$ 918.00	\$ 1,398.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,296.69	\$ 3,776.69
3 credit hours	\$ 1,377.00	\$ 2,097.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,755.69	\$ 4,475.69
4 credit hours	\$ 1,836.00	\$ 2,796.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,214.69	\$ 5,174.69
5 credit hours	\$ 2,295.00	\$ 3,495.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,673.69	\$ 5,873.69
6 credit hours	\$ 2,754.00	\$ 4,194.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,132.69	\$ 6,572.69
7 credit hours	\$ 3,213.00	\$ 4,893.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,591.69	\$ 7,271.69
8 credit hours	\$ 3,672.00	\$ 5,592.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,050.69	\$ 7,970.69
Each additional hour	\$ 459.00	\$ 699.00						

School of Public Health PhD

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,346.00	\$ 6,237.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 7,977.69	\$ 8,868.69
1 credit hour	\$ 594.00	\$ 693.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,972.69	\$ 3,071.69
2 credit hours	\$ 1,188.00	\$ 1,386.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,566.69	\$ 3,764.69
3 credit hours	\$ 1,782.00	\$ 2,079.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,160.69	\$ 4,457.69
4 credit hours	\$ 2,376.00	\$ 2,772.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,754.69	\$ 5,150.69
5 credit hours	\$ 2,970.00	\$ 3,465.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,348.69	\$ 5,843.69
6 credit hours	\$ 3,564.00	\$ 4,158.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,942.69	\$ 6,536.69
7 credit hours	\$ 4,158.00	\$ 4,851.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,536.69	\$ 7,229.69
8 credit hours	\$ 4,752.00	\$ 5,544.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,130.69	\$ 7,922.69
Each additional hour	\$ 594.00	\$ 693.00						

*All new MPH students matriculating in 2022-2023 will have a one-time additional tuition charge of \$250 assessed during their first term.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2022, students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Master of Public Health or Certificate in Public Health - Online
2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

Online Master of Public Health in Public Health Practice or in Primary Health Care and Health Disparities

	Resident Tuition*	Non-Resident Tuition*	University Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,454.00	\$ 7,056.00	\$ 346.00	\$ 103.33	\$ 1,929.36	\$ 7,832.69	\$ 9,434.69
1 credit hour	\$ 606.00	\$ 784.00	\$ 346.00	\$ 103.33	\$ 1,929.36	\$ 2,984.69	\$ 3,162.69
2 credit hours	\$ 1,212.00	\$ 1,568.00	\$ 346.00	\$ 103.33	\$ 1,929.36	\$ 3,590.69	\$ 3,946.69
3 credit hours	\$ 1,818.00	\$ 2,352.00	\$ 346.00	\$ 103.33	\$ 1,929.36	\$ 4,196.69	\$ 4,730.69
4 credit hours	\$ 2,424.00	\$ 3,136.00	\$ 346.00	\$ 103.33	\$ 1,929.36	\$ 4,802.69	\$ 5,514.69
5 credit hours	\$ 3,030.00	\$ 3,920.00	\$ 346.00	\$ 103.33	\$ 1,929.36	\$ 5,408.69	\$ 6,298.69
6 credit hours	\$ 3,636.00	\$ 4,704.00	\$ 346.00	\$ 103.33	\$ 1,929.36	\$ 6,014.69	\$ 7,082.69
7 credit hours	\$ 4,242.00	\$ 5,488.00	\$ 346.00	\$ 103.33	\$ 1,929.36	\$ 6,620.69	\$ 7,866.69
8 credit hours	\$ 4,848.00	\$ 6,272.00	\$ 346.00	\$ 103.33	\$ 1,929.36	\$ 7,226.69	\$ 8,650.69
Each Additional Hour	\$ 606.00	\$ 784.00					

Online Graduate Certificate in Public Health

	Resident Tuition*	Non-Resident Tuition*	University Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,454.00	\$ 7,056.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 5,800.00	\$ 7,402.00
1 credit hour	\$ 606.00	\$ 784.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 952.00	\$ 1,130.00
2 credit hours	\$ 1,212.00	\$ 1,568.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 1,558.00	\$ 1,914.00
3 credit hours	\$ 1,818.00	\$ 2,352.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,164.00	\$ 2,698.00
4 credit hours	\$ 2,424.00	\$ 3,136.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 2,770.00	\$ 3,482.00
5 credit hours	\$ 3,030.00	\$ 3,920.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 3,376.00	\$ 4,266.00
6 credit hours	\$ 3,636.00	\$ 4,704.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 3,982.00	\$ 5,050.00
7 credit hours	\$ 4,242.00	\$ 5,488.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 4,588.00	\$ 5,834.00
8 credit hours	\$ 4,848.00	\$ 6,272.00	\$ 346.00	\$ 0.00	\$ 0.00	\$ 5,194.00	\$ 6,618.00
Each Additional Hour	\$ 606.00	\$ 784.00					

*All new MPH students matriculating in 2022-2023 will have a one-time additional tuition charge of \$250 assessed during their first term.

**Insurance is charged Fall, Winter, and Spring for continuing online MPH students and online MPH students admitted in those terms. Online MPH students admitted Summer 2022, online MPH students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and online MPH students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for online MPH students insured during Spring 2023.

Undergraduate Nursing Accelerated Bachelor of Science - Regional Campuses (Ashland)

2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,924.00	\$ 9,240.00	\$ 103.33	\$ 1,929.36	\$ 8,956.69	\$ 11,272.69
1 credit hour	\$ 577.00	\$ 770.00	\$ 103.33	\$ 1,929.36	\$ 2,609.69	\$ 2,802.69
2 credit hours	\$ 1,154.00	\$ 1,540.00	\$ 103.33	\$ 1,929.36	\$ 3,186.69	\$ 3,572.69
3 credit hours	\$ 1,731.00	\$ 2,310.00	\$ 103.33	\$ 1,929.36	\$ 3,763.69	\$ 4,342.69
4 credit hours	\$ 2,308.00	\$ 3,080.00	\$ 103.33	\$ 1,929.36	\$ 4,340.69	\$ 5,112.69
5 credit hours	\$ 2,885.00	\$ 3,850.00	\$ 103.33	\$ 1,929.36	\$ 4,917.69	\$ 5,882.69
6 credit hours	\$ 3,462.00	\$ 4,620.00	\$ 103.33	\$ 1,929.36	\$ 5,494.69	\$ 6,652.69
7 credit hours	\$ 4,039.00	\$ 5,390.00	\$ 103.33	\$ 1,929.36	\$ 6,071.69	\$ 7,422.69
8 credit hours	\$ 4,616.00	\$ 6,160.00	\$ 103.33	\$ 1,929.36	\$ 6,648.69	\$ 8,192.69
9 credit hours	\$ 5,193.00	\$ 6,930.00	\$ 103.33	\$ 1,929.36	\$ 7,225.69	\$ 8,962.69
10 credit hours	\$ 5,770.00	\$ 7,700.00	\$ 103.33	\$ 1,929.36	\$ 7,802.69	\$ 9,732.69
11 credit hours	\$ 6,347.00	\$ 8,470.00	\$ 103.33	\$ 1,929.36	\$ 8,379.69	\$ 10,502.69

Each Additional Hour	\$ 577.00	\$ 770.00
----------------------	-----------	-----------

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,792.00	\$ 9,060.00	\$ 103.33	\$ 1,929.36	\$ 8,824.69	\$ 11,092.69
1 credit hour	\$ 566.00	\$ 755.00	\$ 103.33	\$ 1,929.36	\$ 2,598.69	\$ 2,787.69
2 credit hours	\$ 1,132.00	\$ 1,510.00	\$ 103.33	\$ 1,929.36	\$ 3,164.69	\$ 3,542.69
3 credit hours	\$ 1,698.00	\$ 2,265.00	\$ 103.33	\$ 1,929.36	\$ 3,730.69	\$ 4,297.69
4 credit hours	\$ 2,264.00	\$ 3,020.00	\$ 103.33	\$ 1,929.36	\$ 4,296.69	\$ 5,052.69
5 credit hours	\$ 2,830.00	\$ 3,775.00	\$ 103.33	\$ 1,929.36	\$ 4,862.69	\$ 5,807.69
6 credit hours	\$ 3,396.00	\$ 4,530.00	\$ 103.33	\$ 1,929.36	\$ 5,428.69	\$ 6,562.69
7 credit hours	\$ 3,962.00	\$ 5,285.00	\$ 103.33	\$ 1,929.36	\$ 5,994.69	\$ 7,317.69
8 credit hours	\$ 4,528.00	\$ 6,040.00	\$ 103.33	\$ 1,929.36	\$ 6,560.69	\$ 8,072.69
9 credit hours	\$ 5,094.00	\$ 6,795.00	\$ 103.33	\$ 1,929.36	\$ 7,126.69	\$ 8,827.69
10 credit hours	\$ 5,660.00	\$ 7,550.00	\$ 103.33	\$ 1,929.36	\$ 7,692.69	\$ 9,582.69
11 credit hours	\$ 6,226.00	\$ 8,305.00	\$ 103.33	\$ 1,929.36	\$ 8,258.69	\$ 10,337.69

Each Additional Hour	\$ 566.00	\$ 755.00
----------------------	-----------	-----------

Refer to Section III.B.12 on page 6 of the Tuition & Fee Book for information regarding regional campus fees.

*Students enrolled in the Accelerated Bachelor of Science to DNP program pay tuition and fees at the Accelerated Bachelor rate during the first five terms of their program of study. Thereafter, these students' tuition and fees are assessed based on the schedule for the DNP program.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2022, students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Undergraduate Nursing Accelerated Bachelor of Science - Portland

2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,924.00	\$ 9,240.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 9,555.69	\$ 11,871.69
1 credit hour	\$ 577.00	\$ 770.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,955.69	\$ 3,148.69
2 credit hours	\$ 1,154.00	\$ 1,540.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,532.69	\$ 3,918.69
3 credit hours	\$ 1,731.00	\$ 2,310.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,109.69	\$ 4,688.69
4 credit hours	\$ 2,308.00	\$ 3,080.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,686.69	\$ 5,458.69
5 credit hours	\$ 2,885.00	\$ 3,850.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,263.69	\$ 6,228.69
6 credit hours	\$ 3,462.00	\$ 4,620.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,840.69	\$ 6,998.69
7 credit hours	\$ 4,039.00	\$ 5,390.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,417.69	\$ 7,768.69
8 credit hours	\$ 4,616.00	\$ 6,160.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,994.69	\$ 8,538.69
9 credit hours	\$ 5,193.00	\$ 6,930.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,571.69	\$ 9,308.69
10 credit hours	\$ 5,770.00	\$ 7,700.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,148.69	\$ 10,078.69
11 credit hours	\$ 6,347.00	\$ 8,470.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,725.69	\$ 10,848.69

Each Additional Hour \$ 577.00 \$ 770.00

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition*	Non-Resident Tuition*	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 6,792.00	\$ 9,060.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 9,423.69	\$ 11,691.69
1 credit hour	\$ 566.00	\$ 755.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,944.69	\$ 3,133.69
2 credit hours	\$ 1,132.00	\$ 1,510.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,510.69	\$ 3,888.69
3 credit hours	\$ 1,698.00	\$ 2,265.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,076.69	\$ 4,643.69
4 credit hours	\$ 2,264.00	\$ 3,020.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,642.69	\$ 5,398.69
5 credit hours	\$ 2,830.00	\$ 3,775.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,208.69	\$ 6,153.69
6 credit hours	\$ 3,396.00	\$ 4,530.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,774.69	\$ 6,908.69
7 credit hours	\$ 3,962.00	\$ 5,285.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,340.69	\$ 7,663.69
8 credit hours	\$ 4,528.00	\$ 6,040.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,906.69	\$ 8,418.69
9 credit hours	\$ 5,094.00	\$ 6,795.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,472.69	\$ 9,173.69
10 credit hours	\$ 5,660.00	\$ 7,550.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,038.69	\$ 9,928.69
11 credit hours	\$ 6,226.00	\$ 8,305.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,604.69	\$ 10,683.69

Each Additional Hour \$ 566.00 \$ 755.00

*Students enrolled in the Accelerated Bachelor of Science to DNP program pay tuition and fees at the Accelerated Bachelor rate during the first five terms of their program of study. Thereafter, these students' tuition and fees are assessed based on the schedule for the DNP program.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2022, students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Undergraduate Nursing - Regional Campuses (Ashland, Klamath Falls, La Grande, Monmouth)

2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 5,016.00	\$ 9,192.00	\$ 103.33	\$ 1,929.36	\$ 7,048.69	\$ 11,224.69
1 credit hour	\$ 418.00	\$ 766.00	\$ 103.33	\$ 1,929.36	\$ 2,450.69	\$ 2,798.69
2 credit hours	\$ 836.00	\$ 1,532.00	\$ 103.33	\$ 1,929.36	\$ 2,868.69	\$ 3,564.69
3 credit hours	\$ 1,254.00	\$ 2,298.00	\$ 103.33	\$ 1,929.36	\$ 3,286.69	\$ 4,330.69
4 credit hours	\$ 1,672.00	\$ 3,064.00	\$ 103.33	\$ 1,929.36	\$ 3,704.69	\$ 5,096.69
5 credit hours	\$ 2,090.00	\$ 3,830.00	\$ 103.33	\$ 1,929.36	\$ 4,122.69	\$ 5,862.69
6 credit hours	\$ 2,508.00	\$ 4,596.00	\$ 103.33	\$ 1,929.36	\$ 4,540.69	\$ 6,628.69
7 credit hours	\$ 2,926.00	\$ 5,362.00	\$ 103.33	\$ 1,929.36	\$ 4,958.69	\$ 7,394.69
8 credit hours	\$ 3,344.00	\$ 6,128.00	\$ 103.33	\$ 1,929.36	\$ 5,376.69	\$ 8,160.69
9 credit hours	\$ 3,762.00	\$ 6,894.00	\$ 103.33	\$ 1,929.36	\$ 5,794.69	\$ 8,926.69
10 credit hours	\$ 4,180.00	\$ 7,660.00	\$ 103.33	\$ 1,929.36	\$ 6,212.69	\$ 9,692.69
11 credit hours	\$ 4,598.00	\$ 8,426.00	\$ 103.33	\$ 1,929.36	\$ 6,630.69	\$ 10,458.69
Each Additional Hour	\$ 418.00	\$ 766.00				

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,920.00	\$ 9,012.00	\$ 103.33	\$ 1,929.36	\$ 6,952.69	\$ 11,044.69
1 credit hour	\$ 410.00	\$ 751.00	\$ 103.33	\$ 1,929.36	\$ 2,442.69	\$ 2,783.69
2 credit hours	\$ 820.00	\$ 1,502.00	\$ 103.33	\$ 1,929.36	\$ 2,852.69	\$ 3,534.69
3 credit hours	\$ 1,230.00	\$ 2,253.00	\$ 103.33	\$ 1,929.36	\$ 3,262.69	\$ 4,285.69
4 credit hours	\$ 1,640.00	\$ 3,004.00	\$ 103.33	\$ 1,929.36	\$ 3,672.69	\$ 5,036.69
5 credit hours	\$ 2,050.00	\$ 3,755.00	\$ 103.33	\$ 1,929.36	\$ 4,082.69	\$ 5,787.69
6 credit hours	\$ 2,460.00	\$ 4,506.00	\$ 103.33	\$ 1,929.36	\$ 4,492.69	\$ 6,538.69
7 credit hours	\$ 2,870.00	\$ 5,257.00	\$ 103.33	\$ 1,929.36	\$ 4,902.69	\$ 7,289.69
8 credit hours	\$ 3,280.00	\$ 6,008.00	\$ 103.33	\$ 1,929.36	\$ 5,312.69	\$ 8,040.69
9 credit hours	\$ 3,690.00	\$ 6,759.00	\$ 103.33	\$ 1,929.36	\$ 5,722.69	\$ 8,791.69
10 credit hours	\$ 4,100.00	\$ 7,510.00	\$ 103.33	\$ 1,929.36	\$ 6,132.69	\$ 9,542.69
11 credit hours	\$ 4,510.00	\$ 8,261.00	\$ 103.33	\$ 1,929.36	\$ 6,542.69	\$ 10,293.69
Each Additional Hour	\$ 410.00	\$ 751.00				

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition	Non-Resident Tuition	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,824.00	\$ 8,844.00	\$ 103.33	\$ 1,929.36	\$ 6,856.69	\$ 10,876.69
1 credit hour	\$ 402.00	\$ 737.00	\$ 103.33	\$ 1,929.36	\$ 2,434.69	\$ 2,769.69
2 credit hours	\$ 804.00	\$ 1,474.00	\$ 103.33	\$ 1,929.36	\$ 2,836.69	\$ 3,506.69
3 credit hours	\$ 1,206.00	\$ 2,211.00	\$ 103.33	\$ 1,929.36	\$ 3,238.69	\$ 4,243.69
4 credit hours	\$ 1,608.00	\$ 2,948.00	\$ 103.33	\$ 1,929.36	\$ 3,640.69	\$ 4,980.69
5 credit hours	\$ 2,010.00	\$ 3,685.00	\$ 103.33	\$ 1,929.36	\$ 4,042.69	\$ 5,717.69
6 credit hours	\$ 2,412.00	\$ 4,422.00	\$ 103.33	\$ 1,929.36	\$ 4,444.69	\$ 6,454.69
7 credit hours	\$ 2,814.00	\$ 5,159.00	\$ 103.33	\$ 1,929.36	\$ 4,846.69	\$ 7,191.69
8 credit hours	\$ 3,216.00	\$ 5,896.00	\$ 103.33	\$ 1,929.36	\$ 5,248.69	\$ 7,928.69
9 credit hours	\$ 3,618.00	\$ 6,633.00	\$ 103.33	\$ 1,929.36	\$ 5,650.69	\$ 8,665.69
10 credit hours	\$ 4,020.00	\$ 7,370.00	\$ 103.33	\$ 1,929.36	\$ 6,052.69	\$ 9,402.69
11 credit hours	\$ 4,422.00	\$ 8,107.00	\$ 103.33	\$ 1,929.36	\$ 6,454.69	\$ 10,139.69
Each Additional Hour	\$ 402.00	\$ 737.00				

Refer to Section III.B.12 on page 6 of the Tuition & Fee Book for information regarding regional campus fees.

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Undergraduate Nursing - Portland
2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 5,016.00	\$ 9,192.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 7,647.69	\$ 11,823.69
1 credit hour	\$ 418.00	\$ 766.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,796.69	\$ 3,144.69
2 credit hours	\$ 836.00	\$ 1,532.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,214.69	\$ 3,910.69
3 credit hours	\$ 1,254.00	\$ 2,298.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,632.69	\$ 4,676.69
4 credit hours	\$ 1,672.00	\$ 3,064.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,050.69	\$ 5,442.69
5 credit hours	\$ 2,090.00	\$ 3,830.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,468.69	\$ 6,208.69
6 credit hours	\$ 2,508.00	\$ 4,596.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,886.69	\$ 6,974.69
7 credit hours	\$ 2,926.00	\$ 5,362.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,304.69	\$ 7,740.69
8 credit hours	\$ 3,344.00	\$ 6,128.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,722.69	\$ 8,506.69
9 credit hours	\$ 3,762.00	\$ 6,894.00	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,156.69	\$ 9,288.69
10 credit hours	\$ 4,180.00	\$ 7,660.00	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,574.69	\$ 10,054.69
11 credit hours	\$ 4,598.00	\$ 8,426.00	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,992.69	\$ 10,820.69

Each Additional Hour

\$ 418.00	\$ 766.00
-----------	-----------

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,920.00	\$ 9,012.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 7,551.69	\$ 11,643.69
1 credit hour	\$ 410.00	\$ 751.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,788.69	\$ 3,129.69
2 credit hours	\$ 820.00	\$ 1,502.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,198.69	\$ 3,880.69
3 credit hours	\$ 1,230.00	\$ 2,253.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,608.69	\$ 4,631.69
4 credit hours	\$ 1,640.00	\$ 3,004.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,018.69	\$ 5,382.69
5 credit hours	\$ 2,050.00	\$ 3,755.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,428.69	\$ 6,133.69
6 credit hours	\$ 2,460.00	\$ 4,506.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,838.69	\$ 6,884.69
7 credit hours	\$ 2,870.00	\$ 5,257.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,248.69	\$ 7,635.69
8 credit hours	\$ 3,280.00	\$ 6,008.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,658.69	\$ 8,386.69
9 credit hours	\$ 3,690.00	\$ 6,759.00	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,084.69	\$ 9,153.69
10 credit hours	\$ 4,100.00	\$ 7,510.00	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,494.69	\$ 9,904.69
11 credit hours	\$ 4,510.00	\$ 8,261.00	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,904.69	\$ 10,655.69

Each Additional Hour

\$ 410.00	\$ 751.00
-----------	-----------

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 4,824.00	\$ 8,844.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 7,455.69	\$ 11,475.69
1 credit hour	\$ 402.00	\$ 737.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,780.69	\$ 3,115.69
2 credit hours	\$ 804.00	\$ 1,474.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,182.69	\$ 3,852.69
3 credit hours	\$ 1,206.00	\$ 2,211.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,584.69	\$ 4,589.69
4 credit hours	\$ 1,608.00	\$ 2,948.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,986.69	\$ 5,326.69
5 credit hours	\$ 2,010.00	\$ 3,685.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,388.69	\$ 6,063.69
6 credit hours	\$ 2,412.00	\$ 4,422.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,790.69	\$ 6,800.69
7 credit hours	\$ 2,814.00	\$ 5,159.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,192.69	\$ 7,537.69
8 credit hours	\$ 3,216.00	\$ 5,896.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,594.69	\$ 8,274.69
9 credit hours	\$ 3,618.00	\$ 6,633.00	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,012.69	\$ 9,027.69
10 credit hours	\$ 4,020.00	\$ 7,370.00	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,414.69	\$ 9,764.69
11 credit hours	\$ 4,422.00	\$ 8,107.00	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 6,816.69	\$ 10,501.69

Each Additional Hour

\$ 402.00	\$ 737.00
-----------	-----------

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Undergraduate Nursing RN/BS
2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

	Resident Tuition	Non-Resident Tuition	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
12 credit hours	\$ 3,636.00	\$ 3,636.00	\$ 346.00	\$ 3,982.00	\$ 3,982.00
1 credit hour	\$ 303.00	\$ 303.00	\$ 346.00	\$ 649.00	\$ 649.00
2 credit hours	\$ 606.00	\$ 606.00	\$ 346.00	\$ 952.00	\$ 952.00
3 credit hours	\$ 909.00	\$ 909.00	\$ 346.00	\$ 1,255.00	\$ 1,255.00
4 credit hours	\$ 1,212.00	\$ 1,212.00	\$ 346.00	\$ 1,558.00	\$ 1,558.00
5 credit hours	\$ 1,515.00	\$ 1,515.00	\$ 346.00	\$ 1,861.00	\$ 1,861.00
6 credit hours	\$ 1,818.00	\$ 1,818.00	\$ 346.00	\$ 2,164.00	\$ 2,164.00
7 credit hours	\$ 2,121.00	\$ 2,121.00	\$ 346.00	\$ 2,467.00	\$ 2,467.00
8 credit hours	\$ 2,424.00	\$ 2,424.00	\$ 346.00	\$ 2,770.00	\$ 2,770.00
9 credit hours	\$ 2,727.00	\$ 2,727.00	\$ 346.00	\$ 3,073.00	\$ 3,073.00
10 credit hours	\$ 3,030.00	\$ 3,030.00	\$ 346.00	\$ 3,376.00	\$ 3,376.00
11 credit hours	\$ 3,333.00	\$ 3,333.00	\$ 346.00	\$ 3,679.00	\$ 3,679.00
Each Additional Hour	\$ 303.00	\$ 303.00			

Doctor of Nursing Practice in an Advanced Practice Nursing Specialty
2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 6,057.00	\$ 7,866.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 8,688.69	\$ 10,497.69
1 credit hour	\$ 673.00	\$ 874.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,051.69	\$ 3,252.69
2 credit hours	\$ 1,346.00	\$ 1,748.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,724.69	\$ 4,126.69
3 credit hours	\$ 2,019.00	\$ 2,622.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,397.69	\$ 5,000.69
4 credit hours	\$ 2,692.00	\$ 3,496.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,070.69	\$ 5,874.69
5 credit hours	\$ 3,365.00	\$ 4,370.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,743.69	\$ 6,748.69
6 credit hours	\$ 4,038.00	\$ 5,244.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,416.69	\$ 7,622.69
7 credit hours	\$ 4,711.00	\$ 6,118.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,089.69	\$ 8,496.69
8 credit hours	\$ 5,384.00	\$ 6,992.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,762.69	\$ 9,370.69
Each Additional Hour	\$ 673.00	\$ 874.00						

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,940.00	\$ 7,713.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 8,571.69	\$ 10,344.69
1 credit hour	\$ 660.00	\$ 857.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,038.69	\$ 3,235.69
2 credit hours	\$ 1,320.00	\$ 1,714.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,698.69	\$ 4,092.69
3 credit hours	\$ 1,980.00	\$ 2,571.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,358.69	\$ 4,949.69
4 credit hours	\$ 2,640.00	\$ 3,428.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,018.69	\$ 5,806.69
5 credit hours	\$ 3,300.00	\$ 4,285.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,678.69	\$ 6,663.69
6 credit hours	\$ 3,960.00	\$ 5,142.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,338.69	\$ 7,520.69
7 credit hours	\$ 4,620.00	\$ 5,999.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,998.69	\$ 8,377.69
8 credit hours	\$ 5,280.00	\$ 6,856.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,658.69	\$ 9,234.69
Each Additional Hour	\$ 660.00	\$ 857.00						

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,832.00	\$ 7,569.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 8,463.69	\$ 10,200.69
1 credit hour	\$ 648.00	\$ 841.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,026.69	\$ 3,219.69
2 credit hours	\$ 1,296.00	\$ 1,682.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,674.69	\$ 4,060.69
3 credit hours	\$ 1,944.00	\$ 2,523.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,322.69	\$ 4,901.69
4 credit hours	\$ 2,592.00	\$ 3,364.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,970.69	\$ 5,742.69
5 credit hours	\$ 3,240.00	\$ 4,205.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,618.69	\$ 6,583.69
6 credit hours	\$ 3,888.00	\$ 5,046.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,266.69	\$ 7,424.69
7 credit hours	\$ 4,536.00	\$ 5,887.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,914.69	\$ 8,265.69
8 credit hours	\$ 5,184.00	\$ 6,728.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,562.69	\$ 9,106.69
Each Additional Hour	\$ 648.00	\$ 841.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2022, students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

**PhD or Doctor of Nursing Practice in Nursing
2022-2023 Tuition & Fee Charges By Term**

Draft

6/24/2022

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,949.00	\$ 7,713.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 8,580.69	\$ 10,344.69
1 credit hour	\$ 661.00	\$ 857.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,039.69	\$ 3,235.69
2 credit hours	\$ 1,322.00	\$ 1,714.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,700.69	\$ 4,092.69
3 credit hours	\$ 1,983.00	\$ 2,571.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,361.69	\$ 4,949.69
4 credit hours	\$ 2,644.00	\$ 3,428.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,022.69	\$ 5,806.69
5 credit hours	\$ 3,305.00	\$ 4,285.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,683.69	\$ 6,663.69
6 credit hours	\$ 3,966.00	\$ 5,142.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,344.69	\$ 7,520.69
7 credit hours	\$ 4,627.00	\$ 5,999.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,005.69	\$ 8,377.69
8 credit hours	\$ 5,288.00	\$ 6,856.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,666.69	\$ 9,234.69
Each Additional Hour	\$ 661.00	\$ 857.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2022, students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Nurse Anesthesia
2022-2023 Tuition & Fee Charges By Term

Draft 6/24/2022

Students Qualifying for the 2022-23 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,551.00	\$ 7,866.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 10,182.69	\$ 10,497.69
1 credit hour	\$ 839.00	\$ 874.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,217.69	\$ 3,252.69
2 credit hours	\$ 1,678.00	\$ 1,748.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,056.69	\$ 4,126.69
3 credit hours	\$ 2,517.00	\$ 2,622.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,895.69	\$ 5,000.69
4 credit hours	\$ 3,356.00	\$ 3,496.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,734.69	\$ 5,874.69
5 credit hours	\$ 4,195.00	\$ 4,370.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,573.69	\$ 6,748.69
6 credit hours	\$ 5,034.00	\$ 5,244.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,412.69	\$ 7,622.69
7 credit hours	\$ 5,873.00	\$ 6,118.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,251.69	\$ 8,496.69
8 credit hours	\$ 6,712.00	\$ 6,992.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 9,090.69	\$ 9,370.69
Each Additional Hour	\$ 839.00	\$ 874.00						

Students Qualifying for the 2021-22 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,407.00	\$ 7,713.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 10,038.69	\$ 10,344.69
1 credit hour	\$ 823.00	\$ 857.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,201.69	\$ 3,235.69
2 credit hours	\$ 1,646.00	\$ 1,714.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,024.69	\$ 4,092.69
3 credit hours	\$ 2,469.00	\$ 2,571.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,847.69	\$ 4,949.69
4 credit hours	\$ 3,292.00	\$ 3,428.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,670.69	\$ 5,806.69
5 credit hours	\$ 4,115.00	\$ 4,285.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,493.69	\$ 6,663.69
6 credit hours	\$ 4,938.00	\$ 5,142.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,316.69	\$ 7,520.69
7 credit hours	\$ 5,761.00	\$ 5,999.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,139.69	\$ 8,377.69
8 credit hours	\$ 6,584.00	\$ 6,856.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,962.69	\$ 9,234.69
Each Additional Hour	\$ 823.00	\$ 857.00						

Students Qualifying for the 2020-21 Tuition Promise

	Resident Tuition	Non-Resident Tuition	University Fee	Student Council Fee	Dental Insurance*	Major Medical Insurance*	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 7,263.00	\$ 7,569.00	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 9,894.69	\$ 10,200.69
1 credit hour	\$ 807.00	\$ 841.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,185.69	\$ 3,219.69
2 credit hours	\$ 1,614.00	\$ 1,682.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 3,992.69	\$ 4,060.69
3 credit hours	\$ 2,421.00	\$ 2,523.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 4,799.69	\$ 4,901.69
4 credit hours	\$ 3,228.00	\$ 3,364.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 5,606.69	\$ 5,742.69
5 credit hours	\$ 4,035.00	\$ 4,205.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 6,413.69	\$ 6,583.69
6 credit hours	\$ 4,842.00	\$ 5,046.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 7,220.69	\$ 7,424.69
7 credit hours	\$ 5,649.00	\$ 5,887.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,027.69	\$ 8,265.69
8 credit hours	\$ 6,456.00	\$ 6,728.00	\$ 346.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 8,834.69	\$ 9,106.69
Each Additional Hour	\$ 807.00	\$ 841.00						

*Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students admitted Summer 2022, students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.

Nursing Education and Health Systems & Organizational Leadership

2022-2023 Tuition & Fee Charges By Term

Draft

6/24/2022

	Resident Tuition	Non-Resident Tuition	University Fee	Total Charges (Resident Tuition)	Total Charges (Non-Resident Tuition)
9 credit hours	\$ 5,949.00	\$ 7,713.00	\$ 346.00	\$ 6,295.00	\$ 8,059.00
Per Credit					
1 credit hour	\$ 661.00	\$ 857.00	\$ 346.00	\$ 1,007.00	\$ 1,203.00
2 credit hours	\$ 1,322.00	\$ 1,714.00	\$ 346.00	\$ 1,668.00	\$ 2,060.00
3 credit hours	\$ 1,983.00	\$ 2,571.00	\$ 346.00	\$ 2,329.00	\$ 2,917.00
4 credit hours	\$ 2,644.00	\$ 3,428.00	\$ 346.00	\$ 2,990.00	\$ 3,774.00
5 credit hours	\$ 3,305.00	\$ 4,285.00	\$ 346.00	\$ 3,651.00	\$ 4,631.00
6 credit hours	\$ 3,966.00	\$ 5,142.00	\$ 346.00	\$ 4,312.00	\$ 5,488.00
7 credit hours	\$ 4,627.00	\$ 5,999.00	\$ 346.00	\$ 4,973.00	\$ 6,345.00
8 credit hours	\$ 5,288.00	\$ 6,856.00	\$ 346.00	\$ 5,634.00	\$ 7,202.00
Each Additional Hour	\$ 661.00	\$ 857.00			

Pharm.D.
2022-2023 Tuition & Fee Charges By Term*

Draft

6/24/2022

	University Fee	Student Council Fee	Dental Insurance**	Major Medical Insurance**	Total Charges*
1st & 2nd Years - Corvallis	\$ 0.00	\$ 0.00	\$ 103.33	\$ 1,929.36	\$ 2,032.69
1st & 2nd Years - Portland	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 2,631.69
3rd Years - all campuses	\$ 583.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 2,631.69
4th Years - all campuses	\$ 346.00	\$ 16.00	\$ 103.33	\$ 1,929.36	\$ 2,394.69

*OSU tuition and other applicable OSU student fees are paid directly to OSU.

**Insurance is charged Fall, Winter, and Spring for continuing students and students admitted in those terms. Students returning in Summer 2022 after a leave of absence or other lapse in enrollment, and students entering in Summer 2022 from an uninsured program will be charged \$1,386.08 (Major Medical) and \$89.60 (Dental) for Summer 2022 coverage. Coverage ends 9/21/2023 for students insured during Spring 2023.



Date: June 24, 2022
To: OHSU Board of Directors
From: Dr. Martina Ralle, OHSU Faculty Senate President
RE: OHSU Faculty Senate Budget Response

Memo:

On behalf of the OHSU Faculty Senate, I appreciate the opportunity to provide the Senate's perspective, recommendations, and proposals to OHSU leadership and the OHSU Board of Directors.

This response summarizes the Senate's request for leadership to:

- Actively elicit and consider suggestions from faculty about eliminating unnecessary burdens that inhibit efficient and effective work.
- Provide detailed plans for solutions to the ongoing staffing shortages.
- Inform the Senate with timely communication on budgetary decisions and major changes that impact services and programs utilized or provided by faculty or learners.
- Re-evaluate the recent centralization and consider more local departmental autonomy.



Faculty Senate Budget Response

OHSU Board of Directors

DATE: June 24, 2022 PRESENTED BY: Martina Ralle, PhD, Faculty Senate President, Professor, School of Medicine

Senate Mission

The mission of the Senate is to represent and serve the faculty of OHSU to create, maintain, and protect an academic environment of scholarly learning, teaching, research, patient care, and community service



Senate role with OHSU President, Provost, and OHSU Board of Directors

- Propose, evaluate, and advise on policies and activities with OHSU-wide impact or affecting any school or unit.
- Provide feedback on those decisions from the perspective of the Senate and OHSU faculty.

3



Representing the Faculty Voice

- **While we recognize that not all faculty salary has been brought up to the benchmark, we appreciate the efforts made to increase the pay of those furthest from the benchmark.**
- **The Senate appreciates the equity adjustments and fair pay efforts for all Faculty.**
- **We acknowledge OHSU's difficult financial situation and the Senate is offering to help.**

4



Our Asks

- Extend cost of living increases to non-represented members, as they are to represented members
- Continue to engage the Senate in budget discussions
- Inform the Senate in a timely manner of major changes that impact services/programs utilized or provided by faculty or learners
- Provide detailed plans for solutions to the ongoing staffing shortages
- Actively elicit and consider suggestions from faculty about eliminating unnecessary burdens that inhibit efficient and effective work
- Engage the Senate in re-evaluating the centralized decision making process.

5



Thank you for your service to the Senate and OHSU Community

Dr. Karen Eden



Dr. Jonah Sacha



6



New members of the
Senate Executive Committee
Dr. Amy Miller Juve, President-Elect



7



New members of the
Senate Executive Committee

Dr. Gabriel Kleinman
Secretary



Dr. Carmem Pfeifer
Senator At-large



8





Thank You

senate@ohsu.edu

rallem@ohsu.edu

juvea@ohsu.edu





**RESOLUTION NO. 2022-06-05
OREGON HEALTH AND SCIENCE UNIVERSITY
BOARD OF DIRECTORS**

**(Operating Budget, Capital Budget, Academic Year Tuition and Fees,
and Health System Budgets)**

WHEREAS, Management has developed and has provided to the Board for its review the Operating Budget for Oregon Health and Science University (“OHSU”) for fiscal year 2022-23, including the tuition and fees for the academic year 2022-23 and operating support for Hillsboro Medical Center pursuant to the Management Agreement between OHSU and Tuality Healthcare (“FY 22-23 Operating Budget”);

WHEREAS, Management has developed and has provided to the Board for its review the Capital Budget for OHSU for fiscal year 2022-23 including capital budget funding for Hillsboro Medical Center pursuant to the Management Agreement between OHSU and Tuality Healthcare (“FY 22-23 Capital Budget”); and

WHEREAS, the Board believes that OHSU's adoption of the FY 22-23 Operating Budget and the FY 22-23 Capital Budget are in the best interests of OHSU.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Directors of Oregon Health and Science University as follows:

1. The FY 22-23 Operating Budget for OHSU for fiscal year 2022-23 included in the June 24, 2022 Board docket accompanying this Resolution, including the tuition and fees for the academic year 2022-23 as shown in the OHSU Academic Year Tuition and Fee Book 2022-23, is hereby approved and adopted.
2. The FY 22-23 Capital Budget for OHSU for fiscal year 2022-23 included in the June 24, 2022 Board docket accompanying this Resolution is hereby approved and adopted.

This Resolution is adopted this 24th day of June, 2022.

_____ Yeas
_____ Nays
_____ Abstentions

Signed by the Secretary of the Board on June 24, 2022.

Connie Seeley
Board Secretary



Date: June 20, 2022

To: OHSU Board of Directors

From: Susan Bakewell-Sachs, Dean of the School of Nursing
Alice Cuprill Comas, EVP for Institutional Affairs & General Counsel

RE: Covington Response Status Update from the Implementation Committee

On behalf of the Covington Implementation Committee, we appreciate the opportunity to share with the OHSU Board of Directors an update on the status of the work that the Committee completed during April and May of 2022. The focus of the work was on:

- Collaborating with the Oversight Committee to operationalize an iterative process for review and feedback of Implementation Committee deliverables and proposed solutions;
- Using the Situation, Background, Assessment and Recommendation (SBAR) tool to present proposed solutions to (i) Realign the AAEO to report into Integrity and (ii) to build out EthicsPoint as a centralized incident data reporting platform;
- Responding to feedback from the Oversight Committee with regard to the first two Implementation Committee SBARs;
- Revising the SBARs to reflect the input and feedback from the Oversight Committee;
- Mapping workstreams to SBARs and Covington recommendations to ensure that operational work addresses all findings.

Additional details will be provided during the planned presentation to the OHSU Board of Directors on June 24, 2022.



Covington Response – Implementation Committee Status Update

OHSU Board Presentation

DATE: June 24, 2022

By: Susan Bakewell-Sachs and Alice Cuprill Comas

Covington Response – Implementation Committee Status Update

Agenda

- **Collaboration with the Oversight Committee**
 - Pre-Covington Work
 - SBAR (Situation, Background, Assessment, and Recommendation) Process
 - Feedback Template
 - SBAR Schedule
 - SBAR Lessons Learned
 - SBAR Recommendations Tracking Template
- SBAR Inventory
- Next Steps

Collaboration with the Oversight Committee

Covington Response – Implementation Committee Status Update

Collaboration with the Oversight Committee – Pre-Covington Work

Increase # of HRBP's

- Increased the number and diversity of HR Business Partners – grew Employee and Labor Relations team from 17 to 32

Finalize Disciplinary Guidelines

- Recently finalized the OHSU Disciplinary Guidelines after review by numerous groups across campus

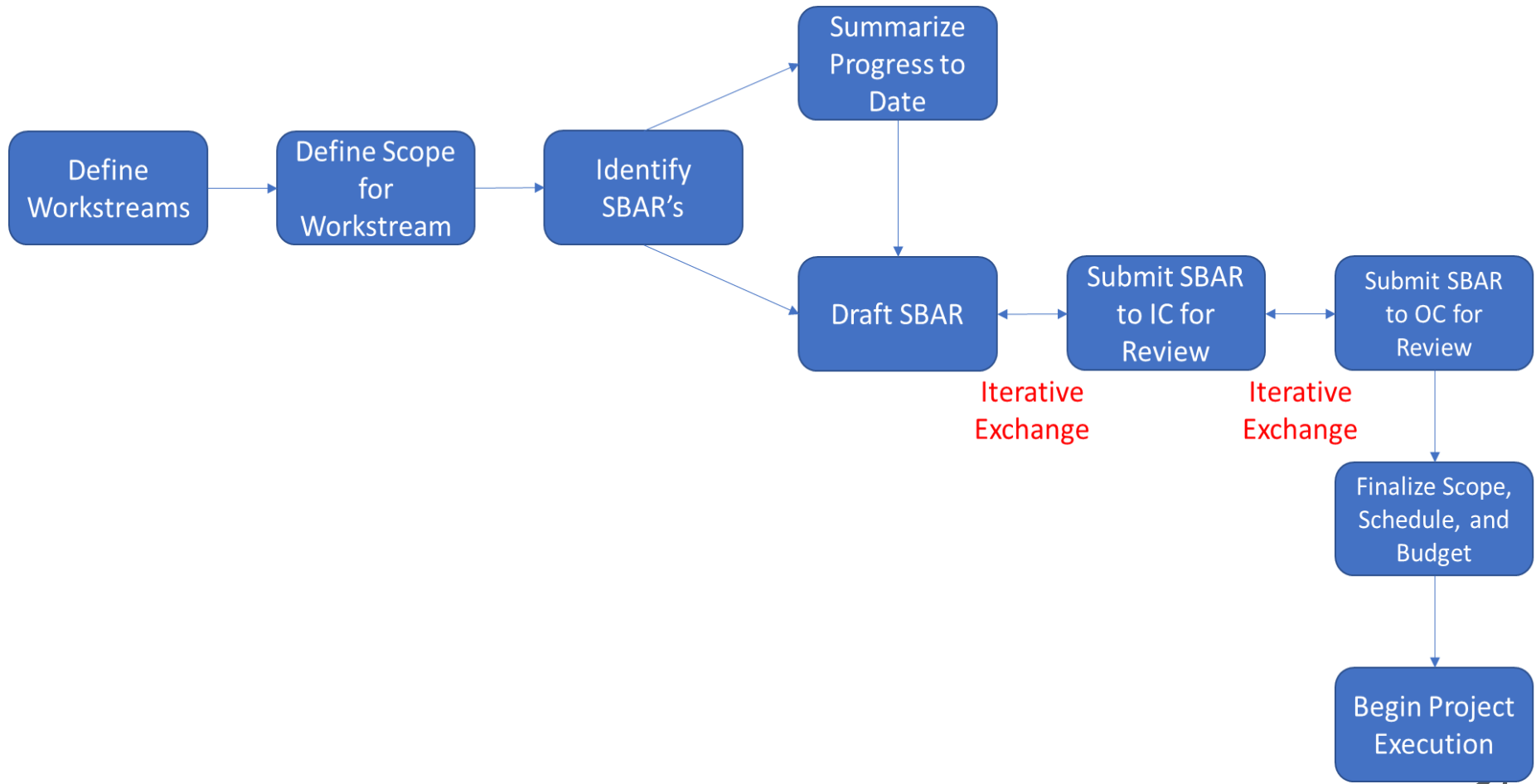
Continue Engagement Surveys

- Next Employee Engagement Survey is planned for August 2022 - survey results will be disaggregated and reported by demographic group

There was a significant amount of work already underway at OHSU to address DEIB-related issues. Much of that effort overlaps with the Covington Report recommendations.

Covington Response – Implementation Committee Status Update

Collaboration with the Oversight Committee – SBAR Process



Covington Response – Implementation Committee Status Update

Collaboration with the Oversight Committee – Feedback Template

ID	SBAR Recommendation	Notes
Under 'Situation' section		
2	I agree with the Covington recommendation to move it to Integrity rather than having it housed in HR. However, I believe only the investigative and compliance functions of AAEO should live in Integrity. This should allow them to remain and appear neutral.	This is consistent with the recommendation. The ADA accommodations responsibilities (except those related to Title IX) will remain with HR.
3	The accommodation requests should be moved to the center of diversity and inclusion. The inclusion part of that department should be responsible for the accommodation requests. "	Accommodation requests will be addressed in more detail in another SBAR - <i>Transfer Responsibility for Accommodations from AAEO to HR.</i>
13	Not sure if integrity is the right fit either. Should report to President directly. Need neutrality and someone who knows civil rights and law. Director of Integrity or team members might not be best fit. We need to regain trust in OHSU Community.	The Covington Report is the result of a months-long investigation by a firm with significant experience in conducting investigations of this type. The investigatory process included interviews with OHSU members, including leaders from major OHSU unions and employee resource groups; focus groups; and extensive reviews of documents and data. The information gathered was then used to develop a set of concrete recommendations for the organization. For these reasons, the OHSU Board of Directors charged OHSU with implementing the recommendations as set forth in the Report. The initial scope of work for the Implementation Committee is to implement the recommendations in the Report. However, trauma informed principles suggest that we regularly revisit and re-evaluate decisions to ensure that expected outcomes were achieved. As part of this work, we will be implementing processes to monitor the effectiveness of decisions and to make changes, if needed.

Implementation Committee provides line by line response to feedback received from Oversight Committee. Each line item is highlighted with a Red / Amber / Green designation to indicate whether the feedback was incorporated into the revised SBAR.

Covington Response – Implementation Committee Status Update

Collaboration with the Oversight Committee – SBAR Schedule

March / April	May	June	July
<ul style="list-style-type: none">• Develop Position Description for the Executive Vice President of People Role (pilot process)	<ul style="list-style-type: none">• Realign the AAEO• Centralized Reporting System	<ul style="list-style-type: none">• Update Harassment, Discrimination, and Retaliation Policies• Clearly Define and Communicate the Roles and Responsibilities for CDI at OHSU• Continue to Conduct Regular Employee Engagement Surveys• Revise, Finalize, and Communicate the Proposed Disciplinary Matrix	<ul style="list-style-type: none">• Develop and Communicate a Strategic DEI-Vision for the Organization• Increase the Number and Diversity of AAEO Investigators• Centralize HR Staff and Functions• CDI Collaboration with DEI-Focused Functions• Provide Sophisticated Training to HR Investigators

Note: The proposed SBARs for each month are subject to change. The intent is to provide the Oversight Committee with four SBARs to review each month.

Covington Response – Implementation Committee Status Update

Collaboration with the Oversight Committee – SBAR Lessons Learned

- SBAR template is evolving to reflect OC input.
- Takes 6 – 10 hours to complete a Feedback Template after the first round of Oversight Committee review
 - Requires IC to sequence drafting of SBARs, so same person not drafting more than one in a month
- Types of Feedback

Type of Feedback	Color Coded Response
Editorial Changes to SBAR	Variable
SBAR Structure Comments	Variable
Changes to / Disagreement with Covington Recommendations	Red
Requests for Additional Information	Yellow
Addressed by Other SBARs	Yellow

Covington Response – Implementation Committee Status Update

Collaboration with the Oversight Committee – SBAR Recommendations Tracking Template

Section	Report Page #	Rec Number	Recommendation Full Text	Workstream	SBAR	SBAR Status	SBAR Month
Tone from the Top	42	A	Affirm resolute commitments to diversity, equity, inclusion, and anti-racism.				
Tone from the Top	42	A2	Continue to conduct employee engagement surveys and to include DEI-focused questions; continue to monitor trends in employee engagement and disaggregate the data by select demographics such as race, gender, and tenure; and have Dr. Jacobs, the Board of Directors or the executive leadership team report to the OHSU community on trends and efforts to address them.	Vision, Strategy, and Change	Continue to Conduct Regular Employee Engagement Surveys	Submitted to IC	June
Tone from the Top	42	B1	Develop a strategic institution-wide DEI vision with actionable, meaningful, and prioritized initiatives to be led by CDI.	Vision, Strategy, and Change	Develop and Communicate a Strategic DEI-Vision for the Organization	Not Started	TBD
				Vision, Strategy, and Change	Develop Strategies to Support the DEI and Anti-Racism Vision and Goals	Not Started	TBD
				Vision, Strategy, and Change	Operationalize Commitments to DEI and Anti-Racism	Not Started	TBD
				Clarify / Elevate the Role of CDI	Clearly Define and Communicate the Roles and Responsibilities for CDI at OHSU	Submitted to IC	June
Tone from the Top	43	B2	Ensure effective collaboration between CDI and all DEI-focused functions, groups, and roles across the various missions, including periodic meetings with the head of CDI to ensure actions are aligned with the institution-wide DEI vision.	Clarify / Elevate the Role of CDI	CDI Collaboration with DEI-Focused Functions	Submitted to IC	TBD

SBAR Inventory and Next Steps

Covington Response – Implementation Committee Status Update

SBAR Inventory

Workstream \ Sub-workstream	SBARs
Drive Vision, Culture, and Change	<ul style="list-style-type: none"> • Develop and Communicate a Strategic DEI-Vision for the Organization • Develop Strategies to Support the DEI and Anti-Racism Vision and Goals • Operationalize Commitments to DEI and Anti-Racism • Continue to Conduct Regular Employee Engagement Surveys • Respond to Nationwide and Internal Events
Clarify / Elevate the Role of the Center for Diversity & Inclusion	<ul style="list-style-type: none"> • Clearly Define and Communicate the Roles and Responsibilities for CDI at OHSU • CDI Collaboration with DEI-Focused Functions • Develop and Conduct Additional DEI-Related Trainings
Improve the Effectiveness of the People Function	<ul style="list-style-type: none"> • Hire a New Leader for the “People” Function • Centralize HR Staff and Functions • Increase the Number and Diversity of HR Business Partners • Provide Sophisticated Training to HR Investigators
Realign the AAEO	<ul style="list-style-type: none"> • Realign the AAEO • Increase the Number and Diversity of AAEO Investigators • Provide Sophisticated Training to AAEO Investigators • Transfer Responsibility for Accommodations from AAEO to HR
Increase Workforce Diversity	<ul style="list-style-type: none"> • Re-Enable External Hires • Increase the Diversity of Candidate Pools for Leadership Positions

Key: Green - Submitted to Oversight Committee; Amber – In Process; Blue – Complete / NA; Black – In Development by Workstream Team

Note: SBARs and Workstreams are tied to Recommendations via the SBAR Recommendations Tracking Template (see Slide 9)

Covington Response – Implementation Committee Status Update

SBAR Inventory

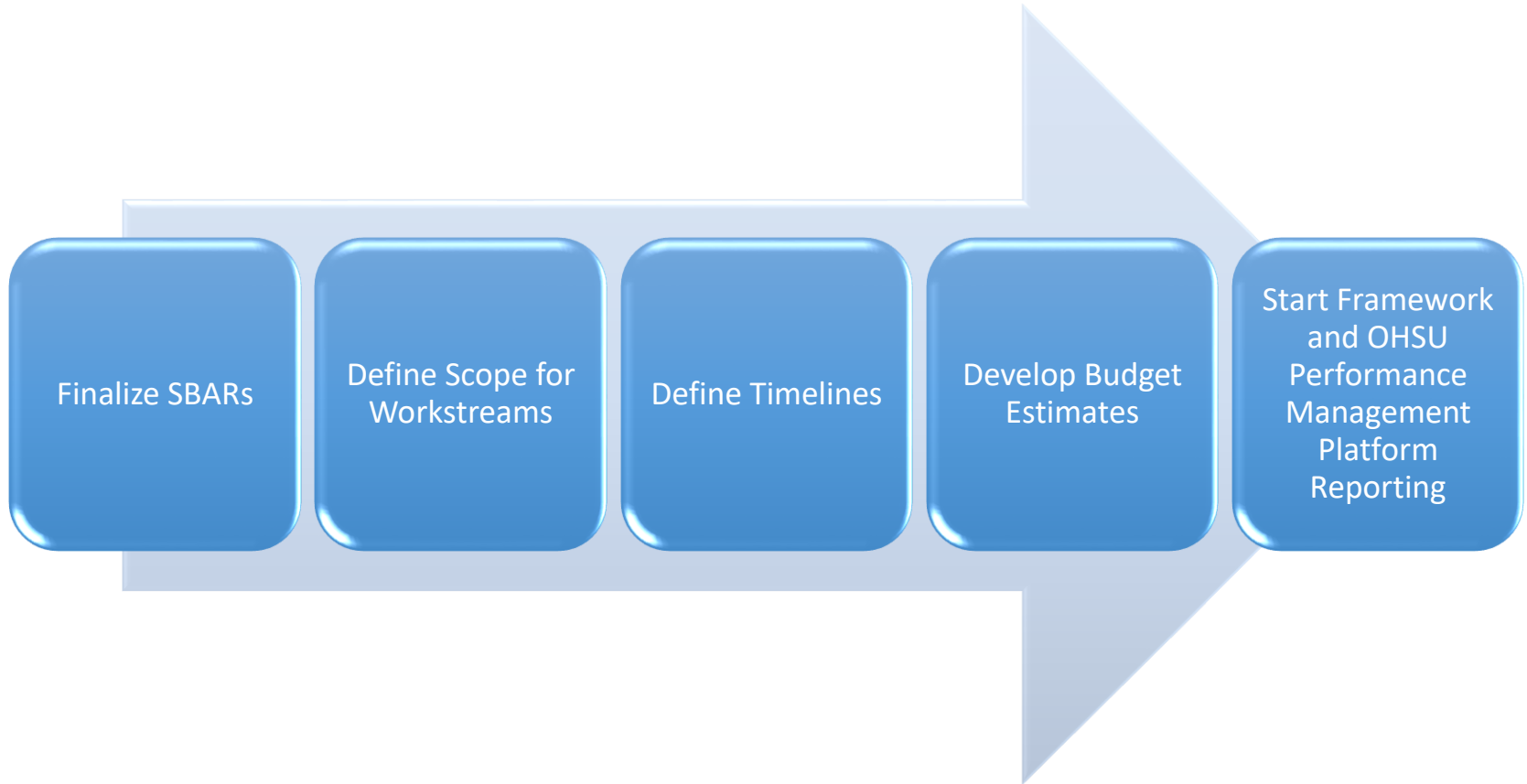
Workstream \ Sub-workstream	SBARs
Develop Objectives for Managers	<ul style="list-style-type: none"> Develop DEIB Related Objectives for Managers
Report on Metrics	<ul style="list-style-type: none"> Report on HR Metrics Report on Incident-Related Metrics
Re-Engineer Incident Process \ Policies and Definitions	<ul style="list-style-type: none"> Update the Code of Conduct Update the Discrimination, Harassment, and Retaliation Policy Update the Reporting Policy
Re-Engineer Incident Process \ Reporting Channels	<ul style="list-style-type: none"> Reduce the Complexity of Reporting Channels Develop a Centralized and Standardized Approach to Complaint Recordkeeping
Re-Engineer Incident Process \ Mandatory Reporting	<ul style="list-style-type: none"> Clarify and Communicate Mandatory Reporting Requirements
Re-Engineer Incident Process \ Investigations	<ul style="list-style-type: none"> Develop and Communicate a Standardized, Comprehensive Investigations Policy Develop and Communicate a Standardized Approach to Investigations
Re-Engineer Incident Process \ Discipline	<ul style="list-style-type: none"> Finalize and Communicate the Disciplinary Guidelines
Re-Engineer Incident Process \ Non-Retaliation	<ul style="list-style-type: none"> Provide Clear, Robust Communications Highlighting Prohibitions against Retaliation Implement Procedures to Monitor for Potential Retaliation

Key: Green - Submitted to Oversight Committee; Amber – In Process; Blue – Complete / NA; Black – In Development by Workstream Team

Note: SBARs and Workstreams are tied to Recommendations via the SBAR Recommendations Tracking Template (see Slide 9)

Covington Response – Implementation Committee Status Update

Next Steps





Thank You





Date: 6/24/2022

To: OHSU Board of Directors

From: Alisha Moreland-Capuia, M.D., and Michael Alexander, M.S.S.

RE: Oversight Committee Update from the Co-chairs

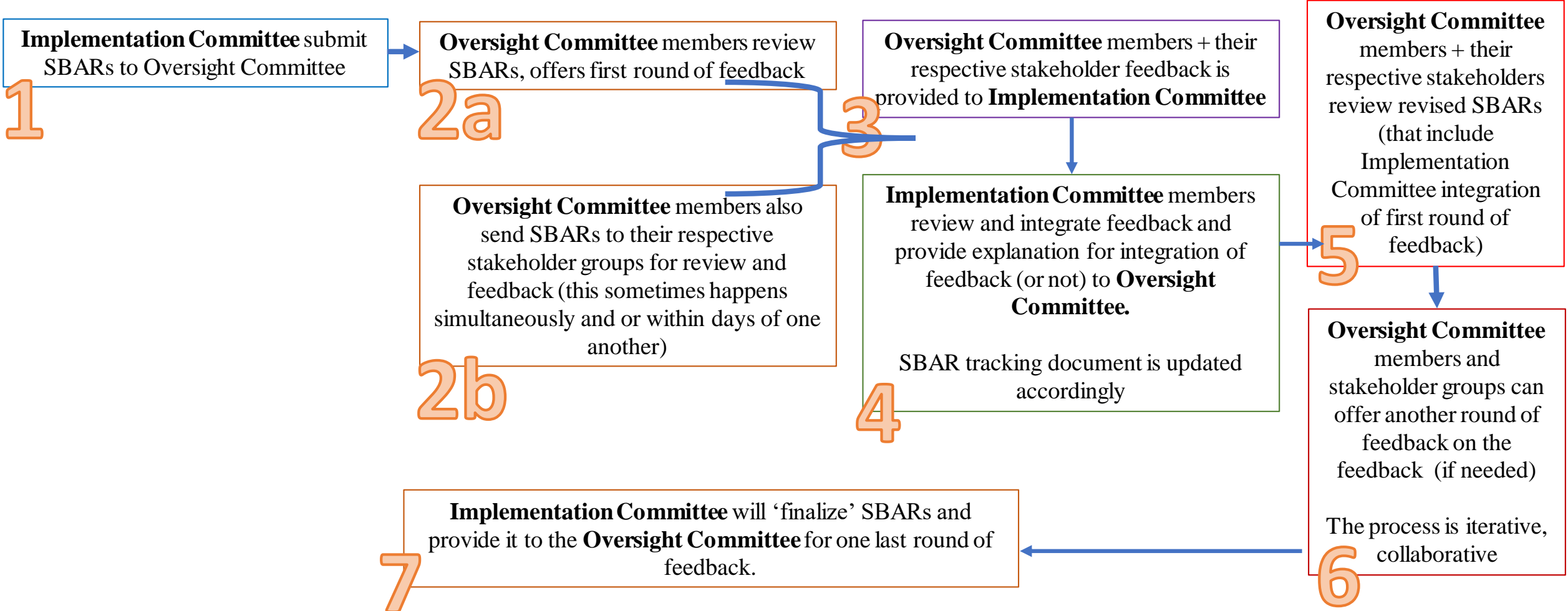
June Oversight Committee Update to review trauma informed, culturally responsive change process as it relates to operationalizing the Covington recommendations.

OHSU Board Update Oversight Committee 6/24/2022

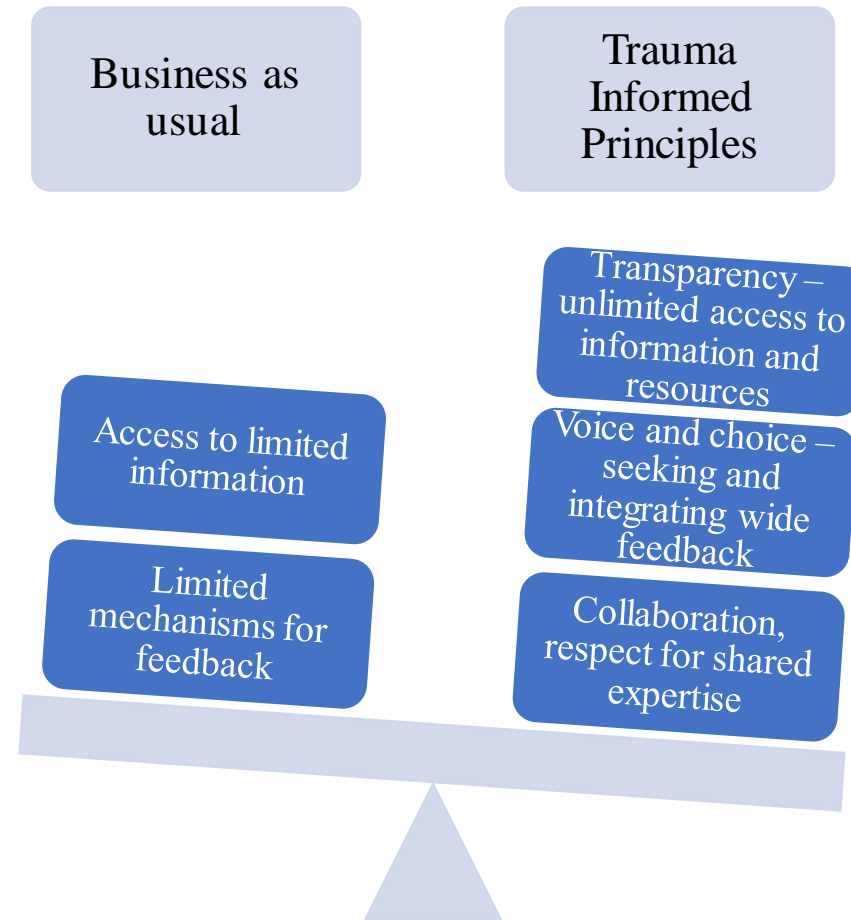
Michael Alexander, M.S.S.

Alisha Moreland-Capuia, MD

'Change' in action – you have to do things differently to get different results



Implementation and Oversight Committee working collaboratively points to shift toward trauma informed culture



Noteworthy trauma informed systems change elements

- The power of reflecting on ‘how’ change happens and ‘what’ change looks and feels like
- Sustained trauma informed systems Change’ is a co-constructed living, breathable, adaptable process
- Clear and consistent means of offering feedback
- The organization (at every level of leadership) remaining curious about and open to continuous change
- Consistent deep and wide engagement of voices, perspectives, experiences

Trust and rapport are built in the presence of transparent and consistent communication

Power sharing can happen with ‘information’

Access to information = access to power

Search Covington Response

- > [Oversight Committee](#)
- > [Implementation Committee](#)
- > [Workplan](#)
- > [Dashboard](#)
- > [Progress Reports](#)

Covington Response



What we do here today could change everything about tomorrow.



You're invited: Drop-in forum on Covington recommendations
 Learn more and ask questions, Thursday, June 23, 12-1 p.m.
[Mark your calendar](#)

Responding to the findings and recommendations in the Covington Report

President Jacobs and the Board of Directors are committed to transforming OHSU's culture. With insights from people across units and employee categories, as well as trauma-informed system change experts, they have moved quickly and thoughtfully to put into place a framework for responding to the Covington Report's recommendations. This work is anchored in and guided by trauma-informed principles as they relate to policy, practice, culture change and healing.

Two groups have been formed and charged:

- * The **Implementation Committee** is made up of two co-chairs and 13 OHSU representatives appointed by Dr. Jacobs. Members have the authority and resources to act on the report's recommendations.
- * The **Oversight Committee** has two co-chairs and 36 OHSU members who monitor and advise the Implementation Committee. Groups across OHSU nominated members for 30 seats. OHSU members applied to fill six at-large seats.

Transformative change is by definition dynamic. The charge of the two committees is to meet the recommendations in the Covington Report. Over time, this process may also lead to new ideas, and many of the proposals to meet the recommendations will also likely complement aspects of OHSU 2025, our anti-racism agenda and other initiatives.

For OHSU to continue to serve Oregonians and train the next generation of Oregon's health care providers and scientists, we must become a multicultural, anti-racist and

Contact us

Questions? Ideas? Concerns? Please email the Oversight Committee at oversightcommittee@ohsu.edu. You will receive a response in 48 hours or less.

Latest communications

[Recapping the drop-in forum on Covington recommendations - June 2, 2022](#)

[You're invited: May 25 drop-in forum on Covington recommendations - May 11, 2022](#)

[Covington recommendations: An update on our progress - April 29, 2022](#)

[Meet the Covington Oversight Committee members - April 8, 2022](#)

[Progress reports from committees responding to Covington Report recommendations - March 25, 2022](#)

[Work gets underway responding to Covington Report recommendations - March 4, 2022](#)

[Oversight Committee members announced - Feb. 10, 2022](#)

[OHSU board of directors gets updates on diversity, inclusion, anti-racism efforts - Jan. 28, 2022](#)

[Covington recommendations: Next steps - Jan. 14, 2022](#)

[Covington report: Next steps - Dec. 16, 2021](#)

[Covington investigation results and a commitment to change - Dec. 9, 2021](#)

Related initiatives

- [OHSU 2025](#)
- [Anti-Racist Action Plan](#)
- [Code of Conduct revisions](#)

Resources

- [Trauma-informed systems change information](#)
- [Frequently asked questions](#)
- [Living Our Values at OHSU](#)
- [Covington Report](#)



Search the Intranet

Intranet Quick Links



Covington Response

- Home
- Oversight Committee
- Implementation Committee
- Workplan
- Dashboard
- Progress Reports

Search Covington Response

- Oversight Committee
- Implementation Committee
- Workplan
- Dashboard
- Progress Reports

Oversight Committee

The Oversight Committee's role and scope are to review, monitor and provide input in the decision-making processes of the Implementation Committee. In response to the Covington Report, both the Oversight and Implementation committees were established to transform OHSU for the better.

Oversight Committee charter

Committee co-chairs

Alisha Moreland-Capua, M.D.



Co-chair of the Oversight Committee, Alisha Moreland-Capua, M.D., is an expert in trauma-informed systems change, a member of both the Harvard Medical School and OHSU faculties, and former medical director of the OHSU Avel Gordly Center for Healing. She is the founder and director of McLean Hospital's Institute for Trauma-Informed Systems Change. Dr. Moreland-Capua previously served as co-chair of the OHSU Campus Safety Review Task Force and continues to be actively involved in implementing the recommendations of that task force.

"A trauma informed organization is a safer, better organization."

Michael Alexander, M.S.S.

Members

Click here for Oversight Committee member bios and photos.

- Meaghan Mayeda Adkins, LCSW, Social Worker, Doernbecher Pediatrics Bethany Village, Asian Pacific Islander Resource Group
- Thierno Madjou Bah, Ph.D., Senior Research Associate, International Employee Resource Group
- Breanna Caruso, Ph.D. Candidate, Graduate Researchers United
- Stephanie Dukhovny, M.D., Associate Professor, OB/GYN Perinatology Division, Gender Equity in Academic Health and Medicine
- Jenn Fox, R.N., M.S. Director, Quality, Women and Children's
- Leslie Garcia, M.P.A., Assistant Dean, Diversity, Equity & Inclusion, School of Medicine
- XiaoYue Han, M.D., House Officer, Surgery, House Officers Union
- Amanda Hoskins, M.B.A., Assistant Vice President of Advancement Services, OHSU Foundation
- Claire Irvan, Program Technician, AFSCME Local 328

Meetings

Monthly, second Thursday, 9 to 10:30 a.m.

Feb. 10, 2022 | inaugural meeting of the Oversight Committee

- Agenda
- Post-meeting co-chairs summary
- Minutes

March 10, 2022

- Agenda
- Post-meeting co-chairs summary
- Minutes

April 14, 2022

- Agenda
- Post-meeting co-chairs summary
- Minutes

May 12, 2022

- Agenda
- Post-meeting co-chairs summary
- Minutes
- Final EVP for HR/CPD position description

June 9, 2022

- Agenda



Search the Intranet

Intranet Quick Links



Covington Response

- Home
- Oversight Committee
- Implementation Committee
- Workplan
- Dashboard
- Progress Reports

Search Covington Response

- Oversight Committee
- Implementation Committee
- Workplan
- Dashboard
- Progress Reports

Trauma-informed systems change information

Here you will find resources related to the trauma-informed systems change model that is guiding the committee work. Please check back regularly as this resource page will grow.

The principles

OHSU developed the framework to respond to the Covington recommendations with trauma-informed system change experts. The approach is anchored in principles from the Substance Abuse Mental Health Services Administration (simplified here):

- Ensuring physical and psychological safety.
- Transparency in decision-making to build trust.
- Offering mutual support in healing and recovery.
- Acknowledging and managing power dynamics.
- Lifting community voices; and highlighting individual and collective strengths.
- Recognizing and addressing overt discrimination, implicit bias, racism and historical trauma.
- Accounting for cultural, historical and gender factors.

How is OHSU applying these principles in this Covington Report response work?

- The response framework itself reflects these principles. The Oversight Committee members represent a wide and deep diversity across the university.
- Nearly 90% of the members of the Implementation Committee, including co-chairs, have had at least 12 hours of trauma-informed training and are now working to apply that training to this work.

Mini lecture slides

Notes associated with each mini lecture are contained in the corresponding meeting minutes.

Introduction to Trauma-Informed Systems Change – Presented by Dr. Moreland-Capua to the Oversight Committee (March 10, 2022)

A Pithy Introduction to Vicarious Trauma – Presented by Dr. Moreland-Capua to the Oversight Committee (April 14, 2022)

A Trauma-Informed Organization Appreciates the Power of (and checks) Narrative – Presented by Dr. Moreland-Capua to the Oversight Committee (May 12, 2022)

Resources

Heather Buxton, Mollie C. Marr, Alexandra Hernandez, Jovo Vijanderan, Karen Brasel, Mackenzie Cook and Alisha Moreland-Capua, Peer-to-Peer Trauma-Informed Training for Surgical Residents Facilitated by Psychiatry Residents. *Academic Psychiatry* (May 2022). This article describes the implementation of trauma-informed care (TIC) didactic training, using a novel, interdisciplinary, peer-to-peer teaching model to improve confidence surrounding trauma-informed practices in a surgical residency program.

To Be Antiracist Is To Be Trauma-Informed, by Alisha Moreland-Capua, M.D., and Ebony Wortham, JD; article at the website of Campaign for Trauma-Informed Policy and

No need for trickle down when you can directly tap into the source

We are encouraging every member of the OHSU Community to visit the Oversight and Implementation Committee webpages on 02.

- Learn more about the members
- Find the full of respective committee notes, monthly reports, board reports
- Trauma Informed resource page (articles, trauma informed teaching tools/presentations)
- SBAR tracking document – a quick view to see the progress toward achieving the goals as directed by Covington recommendations
- The opportunity for the OHSU community to actively engage, pose questions to the committee, offer feedback

If we want things to be different then...

○ **We must do things differently.**

Please engage with us in the process.

Questions/Challenges/Reservations/Reflections



Date: June 24, 2022

To: OHSU Board of Directors

From: Maulin Patel, Vice President of Finance and Treasurer
Mike McCaffrey, Associate Vice President, Supply Chain & Logistics
Dana Hill, Supplier Diversity Program Director
Ozzie Gonzalez, Interim Supplier Diversity Program Director

RE: Supplier Diversity Program Introduction & Status Report

Memo: The OHSU Supplier Diversity (SD) program was initiated by Dr. Jacobs in 2021 and launched in July with the hiring of P3 Consulting, a local Portland small business, to assist in the implementation of this program at OHSU. An Executive Committee has overseen this work for the last year and the Supply Chain leadership team has provided direct oversight of the implementation work.

The Vision for OHSU's Supplier Diversity Program is to build upon a foundation of established best practices in the market and, over time, create customized outreach, training, and supplier support services. The supplier diversity team will mature our program to proactively engage with diverse suppliers and OHSU business partners.

The approach to supplier diversity applies a community impact lens on contracting activity and recognizes diverse suppliers across a variety of categories. This program highlights our interdependency with suppliers and acknowledges the vital role OHSU plays in the region's economy.

In this first year, we have laid a foundation for the program that defined its operational reach, team structure, information needs, and priorities for program development.

Governance & Resource Plan

- The Supplier Diversity Program will have direct oversight by an Executive Committee
- A newly formed department within the Supply Chain function will be staffed by a three-person team headed up by our new Program Director

Program Achievements

- Progress during the first year was tracked across five focus areas: Staffing, Community Engagement, Policy, Reporting Systems, and Capital Asset Expenditures (Design, Construction, and Facilities Management)
- Foundational achievements across all focus areas include:
 - Director position has been filled
 - OHSU joins local organizations and committees
 - New Supplier Diversity policies have been adopted
 - Reporting system has been selected and contracted
 - OHSU Hospital Expansion Program's first project—the In-Patient Addition—has established goals and methods for inclusive subcontracting

Over the next three years, the program will build upon this foundation to increase outreach, create transparency of spend, and evolve practices to drive an informed conversation on community impact.

Supplier Diversity Program

Maulin P Patel, M.B.A

VP, Finance & Treasurer

FA.VP Finance & Treasurer

Dana P Hill

Program Director

Logistics

Ozzie Gonzalez

Interim Program Director

SUPPLIER DIVERSITY PROGRAM

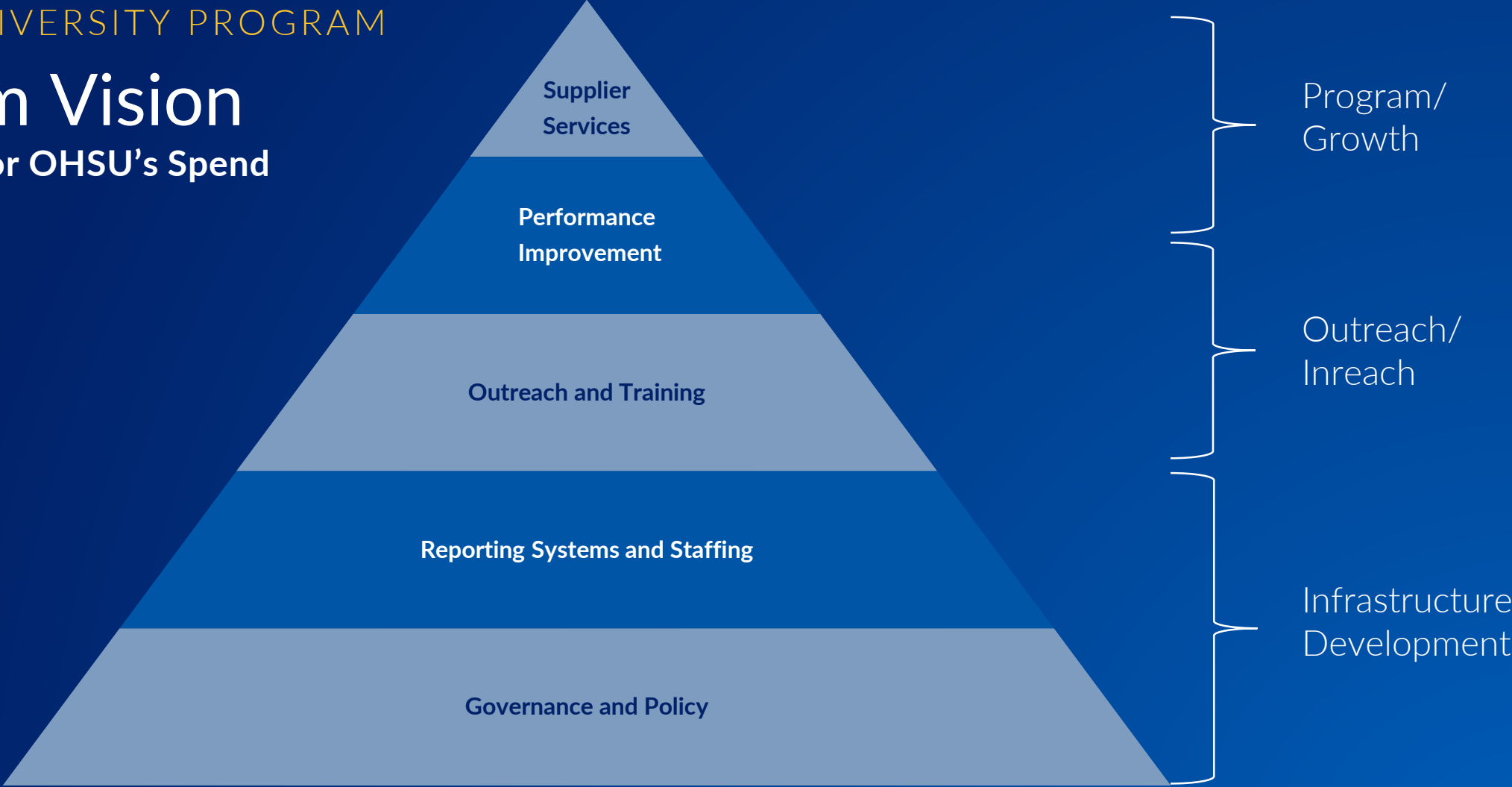
What is Supplier Diversity? Why Supplier Diversity?

- Purchasing and Contracting lens
- Community benefit model
- Recognizes certified suppliers across many categories
- Performance metric
- OHSU is a vital part of the regional economy
- We depend on our suppliers
- Capacity and workforce shortages persist
- Community benefits are proven

SUPPLIER DIVERSITY PROGRAM

Program Vision

2025 Vision for OHSU's Spend



SUPPLIER DIVERSITY PROGRAM

When is this happening?



Program scoping

Foundation building

Policy updates

Data management system selected

Leadership structure and oversight

Community network

Supplier diversity spend baseline

Diverse spend reporting process

Supplier diversity database access

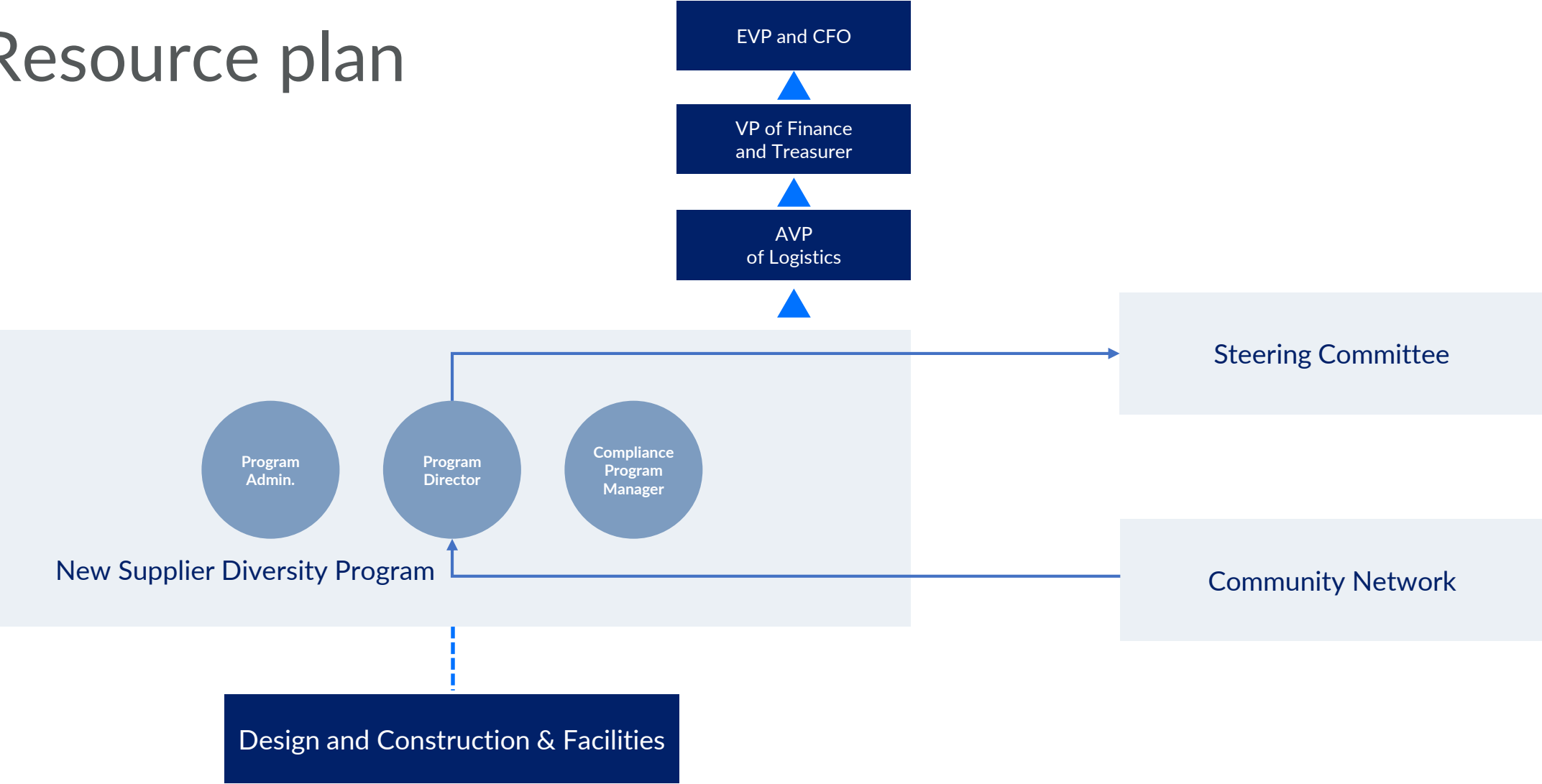
Supplier engagement and outreach

Contribute to the Economic Impact of OHSU in the local community

Provide navigation and support services to diverse suppliers

SUPPLIER DIVERSITY PROGRAM

Resource plan



SUPPLIER DIVERSITY PROGRAM

FY 21-22 Achievements

Staffing

- Director position filled
- Training curriculum identified

Community Engagement

- OHSU joins advisory committees
- Active members of local organizations
- Sponsored local events

Policy

- New Supplier Diversity policy approved
- New Design & Construction and Facilities policy under final review
- Chapter 5 policies updated

Reporting Systems

- Third-party data management partner selected
- Systems implementation underway

Design & Construction and Facilities

- In-Patient Addition project plan established
- Engagement with general contractor is underway

“Every great achiever
is inspired by a mentor.”

Lailah Gifty Akita



Date: 6/14/2022

To: OHSU Board of Directors

From: Derick Du Vivier, Leslie Garcia, Andrea Cedfeldt and Octaviano Merecias-Cuevas

RE: Stepping In for Respect Bystander Intervention Training - Status Update

The Center for Diversity and Inclusion and the School of Medicine have embarked on a multi-institution collaboration to offer all employees a new training opportunity. Stepping In For Respect is a two-year national collaborative project that includes seven institutions of higher-education and academic medical centers. This effort is focused on the creation of an environment of respect and inclusion facilitated by a 90-minute interactive training. This program aligns with and furthers our institutional core value of providing a safe environment for all OHSU community members.

The goal of this bias interruption training is to improve the quality of the healthcare environment for patients, providers, healthcare teams, and learners. Participants in this training have a chance to learn bias mitigation and intervention strategies that address harmful behaviors and actions in the workplace. In addition to access to an innovative curriculum, participation in the national collaborative offers other benefits like the opportunity to learn national best practices from collaborative members, the ability to collect and evaluate outcomes data and the ability to refine the curriculum based on institutional feedback.

Both the School of Medicine and the Center for Diversity and Inclusion are committed to sharing project details, the creation of a dashboard to track the status of OHSU member participation, sharing learning outcomes, the solicitation and incorporation of participant feedback and a registration process that facilitates participation. Additionally, this successful collaboration between the Center for Diversity and Inclusion and the School of Medicine to support an institutional priority is a model for other CDI driven collaborative efforts. Impactful and strategic institutional training and education collaborations are key complementary components that support the mission, vision and values of OHSU.



Stepping In For Respect

Acting Against Disrespect: An Evidence-Based Model for Responding to Discriminatory Behavior

Andrea Cedefeldt, M.D., Associate Dean for Faculty Development, School of Medicine, PI, Stepping In Program

Octaviano Merencias-Cuevas, Program Manager for Organization Training & Education, Center for Diversity, Equity and Inclusion

June, 24, 2022



Creating a culture of respect and inclusion

Stepping In For Respect is a two-year national collaborative project between seven partners to create an environment of respect and inclusion through a 90-minute interactive training using video scenarios and role-playing exercises.

The goal is to improve the quality of the health care environment for patients, providers and health care teams and learners.



Indiana University Health



National Collaborative Project

- IRB approved research with surveys to assess the effectiveness
- Access to research surveys, planning materials, videos, facilitator guides and resources to support organizational change
- Opportunity to engage in a community of learning and practice with other health care institutions on challenges in fostering respect and inclusion
- Opportunity to collaborate on publications and presentations

Data Collection and Evaluation

Web-based learning platform with polling, program evaluation and outcomes management functionalities.

Four online survey instruments:

- Pre-test
- Post-test after workshop
- Six month post-test to assess self-reported changes in participants' efficacy around response to discriminatory behavior
- Annual climate survey



OHSU MISSION

- Learning & workplace environment
- Patient centered care
- Best practices for DEI, Antiracism, Mistreatment, etc.



POLICY AND PROTOCOL

- Federal, state & institutional compliance
- Safety guards & quality control
- Liability (personal and employer)
- Accreditation (ACGME, LCME, and other)



CODE OF CONDUCT

- Self-reputation
- Maintain trust
- Professionalism
- Employment expectations





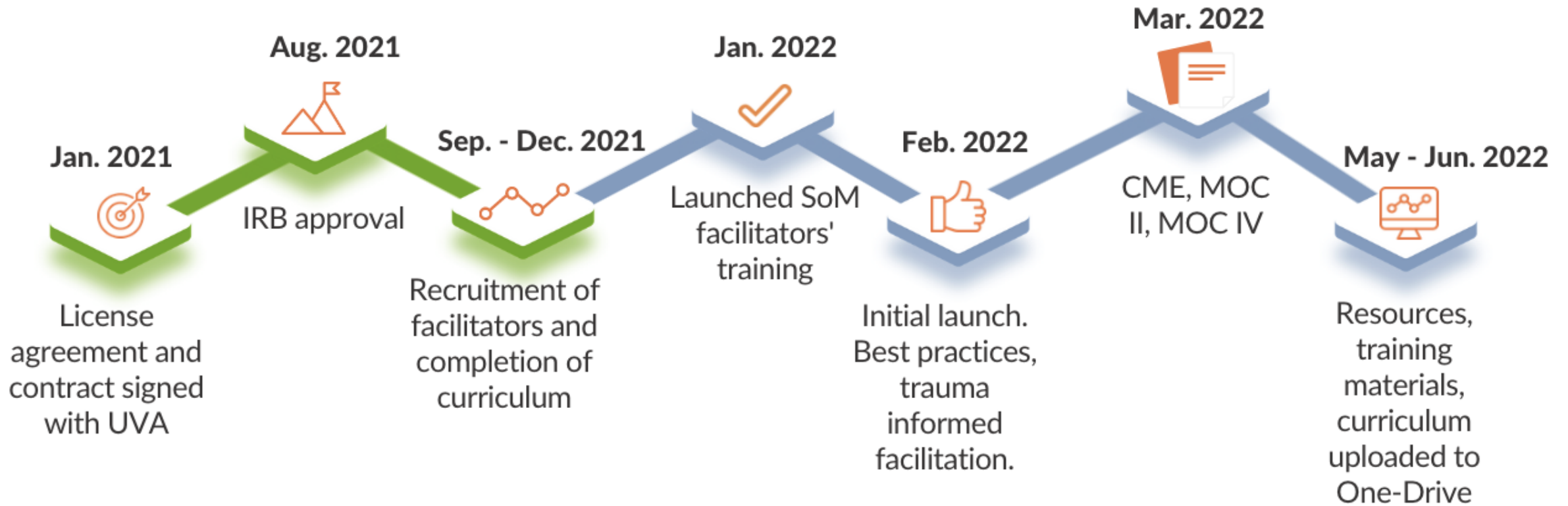
Learning Outcomes

- Actively mitigate harmful behaviors and actions
- Recognize the responsibility to act in situations and apply intervention strategies when witnessing bias
- Access and utilize OHSU's resources and reporting process

Demonstrate the ability to use:

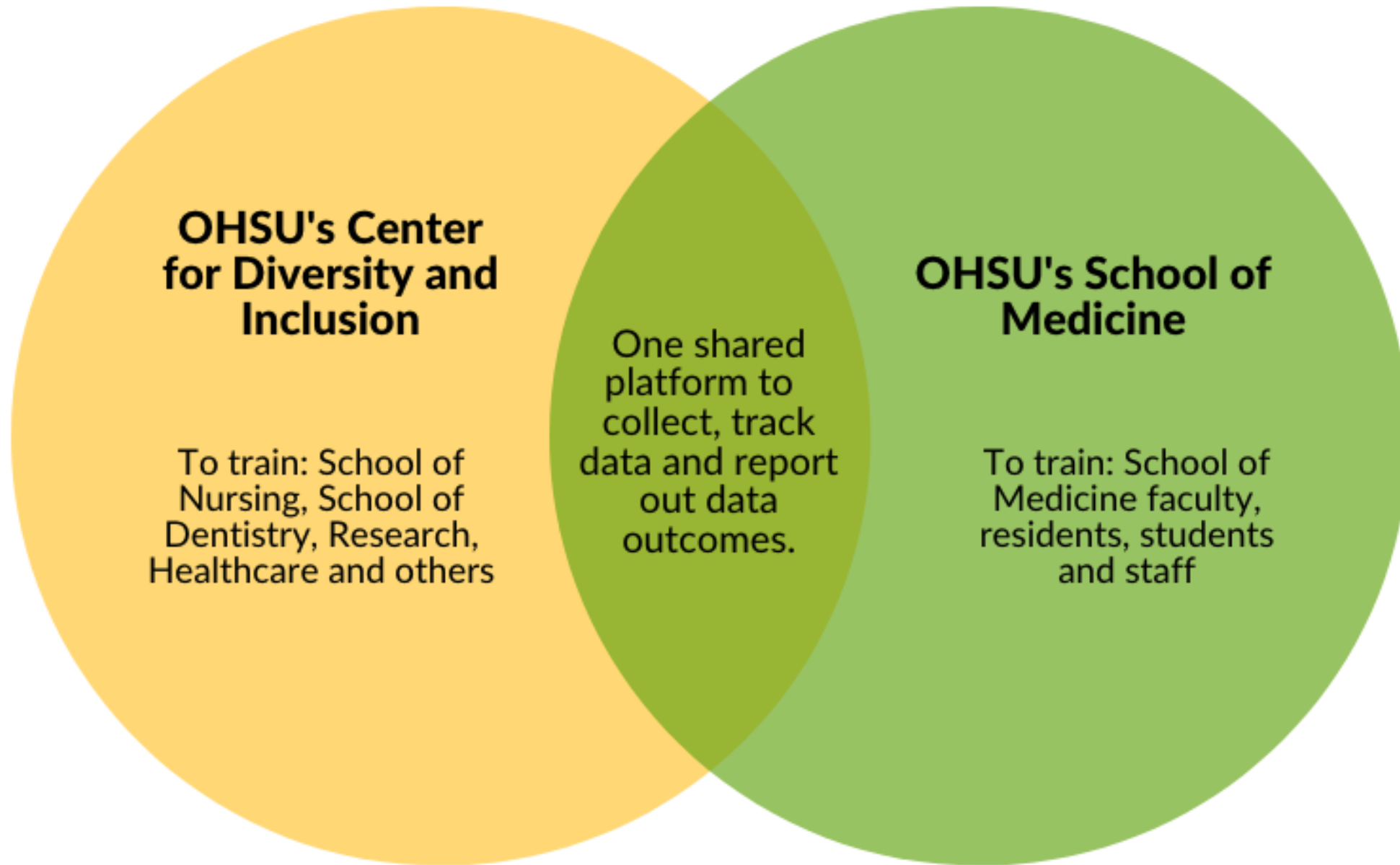
- The 4D's of intervention (**D**irect, **D**istract, **D**elegate, **D**elay)
- The BEGIN framework (**B**reathe, **E**mpathy, **G**oals, **I**Nquire, **E**ngage)

Timeline



Stepping In For Respect Training

Collaboration between OHSU's School of Medicine and OHSU's Center for Diversity and Inclusion



- Andrea Cedfeldt, Principal Investigator
- Leslie Garcia, Co-Principal Investigator

Reporting data is collected by a third party representing the collaborative.

Total OHSU Employed trained since the launch: 1149.

A total of 40 Virtual, Hybrid, and In-Person Sessions have been offered.

Ongoing are offered biweekly by SOM and CDI.

More than 120 units & departments have participated in the training.





Q & A



Glossary of Terms

A3 – Single page strategy

AAEO – Affirmative Action and Equal Opportunity

ACA - Affordable Care Act. The Patient Protection and Affordable Care Act, often shortened to the Affordable Care Act (ACA) or nicknamed Obamacare, is a United States federal statute enacted by the 111th United States Congress and signed into law by President Barack Obama on March 23, 2010

ACGME – Accreditation Council for Graduate Medical Education

AFSCME - American Federation of State, County and Municipal Employees. A union that represents OHSU classified employees.

AH - Adventist Health.

AHC - Academic Health Center. A partnership between healthcare providers and universities focusing on research, clinical services, education and training. They are intended to ensure that medical research breakthroughs lead to direct clinical benefits for patients.

AHRQ – Agency for Healthcare Research and Quality

AI/AN - American Indian/Alaska Native

AMD - Age-Related Muscular Degeneration is a common eye condition and a leading cause of vision loss among people age 50 and older.

APP – advanced practice providers

APR - Academic Program Review: The process by which all academic programs are evaluated for quality and effectiveness by a faculty committee at least once every five years.

ARRA - American Recovery and Reinvestment Act of 2009.

A/R - Accounts Receivable. Money owed to a company by its debtors

ASF - Assignable Square Feet. The sum of all areas on all floors of a building assigned to, or available for assignment to, a n occupant or specific use.

AVS – After visit summary

A&AS – Audit and Advisory Services

Beat AML - collaborative clinical trial for acute myeloid leukemia

BERG – Black Employee Resource Group

BRB - Biomedical Research Building. A building at OHSU.

BS – Bachelor of Science

CAGR - Compound Annual Growth Rate measures the annual growth rate of an investment for a time period greater than a year.

CAO - Chief Administrative Officer.

Capex - Capital expense

CAUTI – catheter associated urinary tract infections

CDI – Center for Diversity & Inclusion

C Diff – Clostridium Difficile

CEI - Casey Eye Institute. An institute with OHSU.

CFO - Chief Financial Officer.

CHH - Center for Health & Healing Building. A building at OHSU.

CHH-2 - Center for Health & Healing Building 2. A building at OHSU.

CHIO – Chief Health Information Officer

CLABSI – Central line associated bloodstream infections

CLSB - Collaborative Life Sciences Building. A building at OHSU.

CMH - Columbia Memorial Hospital. A hospital in Astoria, Oregon.

CMI - Case Mix Index. Relative value assigned to a diagnosis-related group of patients in a medical care environment.

CMS - Centers for Medicare & Medicaid Services. A federal agency within the United States Department of Health and Human Services (HHS) that administers the Medicare program and works in partnership with state governments to administer Medicaid, the Children's Health Insurance Program (CHIP), and health insurance portability standards. In addition to these programs, CMS has other responsibilities, including the administrative simplification standards from the Health Insurance Portability and Accountability Act of 1996 (HIPAA), quality standards in long-term care facilities (more commonly referred to as nursing homes) through its survey and certification process, clinical laboratory quality standards under the Clinical Laboratory Improvement Amendments, and oversight of HealthCare.gov.

CPI - Consumer Price Index measures the average prices of goods & services in the United States.

CY - Current Year.

DAC- Diversity Advisory Council

DEI – Diversity, Equity, & Inclusion

DEIB – Diversity, Equity Inclusion and Belonging

Downstream referral activity - specialty referrals that generate a higher margin and result from the primary care activity.

Days Cash on Hand - The number of days that OHSU can continue to pay its operating expenses with the unrestricted operating cash and investments.

DCH - Doernbecher Children's Hospital. A building at OHSU.

DMD - Doctor of Dental Medicine.

DNP - Doctor of Nursing.

DNV – Det Norske Veritas

E&M – Evaluation and management

EBIT - Earnings before Interest and Taxes. A financial measure measuring a firm's profit that includes all expenses except interest and income tax.

EBITDA - Earnings before Interest, Taxes, Depreciation and Amortization.

ED - Emergency Department. A department in OHSU specializing in the acute care of patients who present without prior appointment.

EHR - Electronic Health Record. A digital version of a patient's medical history.

EHRS – Environmental Health and Safety

EMR – Electronic medical record

ENT - Ear, Nose, and Throat. A surgical subspecialty known as Otorhinolaryngology.

EPIC - Epic Systems. An electronic medical records system.

EPMO – Enterprise Program Management Office

ER - Emergency Room.

ERG – Electroretinography is an eye test used to detect abnormal function of the retina.

ERG – Employee Resource Groups

ERM - Enterprise Risk Management. Enterprise risk management in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives.

EVP – Executive Vice President

FTE - Full-time equivalent is the hours worked by an employee on a full-time basis.

FY - Fiscal Year. OHSU's fiscal year is July 1 – June 30.

GAAP - Generally Accepted Accounting Principles. Is a collection of commonly-followed accounting rules and standards for financial reporting.

GASB - Governmental Accounting Standards Board. Is the source of generally accepted accounting principles used by state and local governments in the United States.

GDP - Gross Domestic Product is the total value of goods and services produced within a country's borders for a specified time period.

GIP - General in-patient

GME - Graduate Medical Education. Any type of formal medical education, usually hospital-sponsored or hospital-based training, pursued after receipt of the M.D. or D.O. degree in the United States. This education includes internship, residency, subspecialty and fellowship programs, and leads to state licensure.

GPO – group purchasing organization

H1 – first half of fiscal year

H2 – second half of fiscal year

HCAHPS – Hospital Consumer Assessment of Healthcare Providers and Systems

HR - Human Resources.

HRBP – Human resources business partner

HSE – Harvard School of Education

HSPH – Harvard School of Public Health

IA - Internal Arrangements. The funds flow between different units or schools within OHSU.

ICU - Intensive Care Unit. A designated area of a hospital facility that is dedicated to the care of patients who are seriously ill

IGT - Intergovernmental Transfers. Are a transfer of funds from another government entity (e.g., county, city or another state agency) to the state Medicaid agency

IHI – Institute for Health Care Improvement

IP – In Patient

IPS – Information Privacy and Security

ISO – International Organization for Standardization

KCC - Knight Cancer Center. A building at OHSU.

KCRB – Knight Cancer Research Building

KPI – Key Performance Indicator

KPV - Kohler Pavilion. A building at OHSU.

L – Floor Level

L&D - Labor and Delivery.

LGBTQ – Lesbian, Gay, Bisexual, Transgender, Queer

LOI - Letter of Intent. Generally used before a definitive agreement to start a period of due diligence before an enduring contract is created.

LOS – Length of stay

M - Million

MA – Medicare Advantage

M and A - Merger and acquisition.

MBU - Mother-Baby Unit. A unit in a hospital for postpartum women and their newborn.
MCMC - Mid-Columbia Medical Center. A medical center in The Dalles, OR.
MD - Doctor of Medicine.
MOU—Memorandum of Understanding
MPH - Master of Public Health.

NAPLEX – North American Pharmacist Licensure Examination
NCLEX – National Council Licensure Exam
NCI – National Cancer Institute
NFP - Not For Profit.

NICU - Neonatal Intensive Care Unit specializes in the care of ill or premature newborn infants.
NIH - National Institutes of Health. A part of the U.S. Department of Health and Human Services, NIH is the largest biomedical research agency in the world.
NOL - Net Operating Loss. A loss taken in a period where a company's allowable tax deductions are greater than its taxable income. When more expenses than revenues are incurred during the period, the net operating loss for the company can generally be used to recover past tax payments.
NPS: Net Promoter Score.

NWCCU - Northwest Commission on Colleges and Universities: OHSU's regional accrediting body which is recognized by the U.S. Department of Education as the authority on the educational quality of institutions in the Northwest region and which qualifies OHSU and our students with access to federal Title IV student financial aid funds.

O2 – OHSU's Intranet

OCA - Overhead Cost Allocation. Internal OHSU mechanism for allocating overhead expenses out to departments.

OCBA – Oregon Commission on Black Affairs

OCNE - Oregon Consortium for Nursing Education. A partnership of Oregon nursing programs.

OCT - Optical Coherence Tomography is a non-invasive imaging test.

OCTRI - Oregon Clinical & Translational Research Institute. An institute within OHSU.

OHA - Oregon Health Authority. A government agency in the state of Oregon.

O/E – observed/expected ratio

OHSU—Oregon Health & Science University

OHSUF - Oregon Health & Science University Foundation.

ONA - Oregon Nurses Association. Professional association for nurses in Oregon.

ONPRC - Oregon National Primate Research Center. One of seven federally funded National Primate Research Centers in the United States and a part of OHSU.

OP – Outpatient. If your doctor sends you to the hospital for x-rays or other diagnostic tests, or if you have same-day surgery or visit the emergency department, you are considered an outpatient, even if you spend the night in the course of getting those services. You only become an inpatient if your doctor writes orders to have you formally admitted.

OPP – OHSU Practice Plan

OPAM - Office of Proposal and Award Management is an OHSU department that supports the research community by providing pre-award and post-award services of sponsored projects and awards.

OPE - Other Payroll Expense. Employment-related expenses for benefits which the university incurs in addition to an employee's actual salary.

Opex: Operating expense

OR- Oregon

OR - Operating Room. A room in a hospital specially equipped for surgical operations.

OSU - Oregon State University.

P – Parking Floor Level

PAMC - Portland Adventist Medical Center.

PaWS – Parking and Workplace Strategy

PDT - Photodynamic Therapy is a treatment that uses special drugs and light to kill cancer cells.

Perinatal Services – Before and after birth care

PERI-OP – Perioperative. The time period describing the duration of a patient's surgical procedure; this commonly includes ward admission, anesthesia, surgery, and recovery

PERS - Public Employees Retirement System. The State of Oregon's defined benefit plan.

PET/MRI - Positron Emission Tomography and Magnetic Resonance Imaging. A hybrid imaging technology that incorporates MRI soft tissue morphological imaging and positron emission tomography PET functional imaging.

PharmD – Doctor of Pharmacy

PHB – Portland Housing Bureau

PPI – physician preference items

PPO - Preferred Provider Organization. A type of health plan that contracts with medical providers, such as hospitals and doctors, to create a network of participating providers. You pay less if you use providers that belong to the plan's network.

Prgogrm – Program

PSI – patient safety intelligence

PSU - Portland State University.

PTO - Personal Time Off. For example sick and vacation time.

PV - Present Value. The current value of a future sum of money or stream of cash flows given a specified rate of return.

PY - Previous Year.

Quaternary - Extension of Tertiary care involving even more highly specialized medical procedures and treatments.

R&E - Research and Education.

RFP – Request for Proposal

RJC – Racial Justice Council

RLSB: Robertson Life Sciences Building

RN - Registered Nurse.

ROI – return on investment

RPA - Robotic Process Automation. Refers to software that can be easily programmed to do basic tasks across applications just as human workers do

RPV – revenue per visit

SAMHSA – Substance Abuse Mental Health

SBAR – Situation, Background, Assessment, Recommendation

SCB – Schnitzer Campus Block

SG&A - Selling, General and Administrative expenses. A major non-production cost presented in an income statement

SLM – Senior Leadership Meeting

SLO - Student Learning Outcomes Assessment: The process of establishing learning goals, providing learning opportunities, measuring student learning and using the results to inform curricular change. The assessment process examines whether students achieved the learning goals established for them.

SMMART - Serial Measurements of Molecular and Architectural Responses to Therapy

SoD – School of Dentistry

SoM - School of Medicine. A school within OHSU.

SoN – School of Nursing

SOPs – Standard Operating Procedures

SPH - School of Public Health. A school within OHSU.

SPD - Sterile Processing Department. An integrated place in hospitals and other health care facilities that performs sterilization and other actions on medical devices, equipment and consumables.

SSI – surgical site infection

TBD – to be decided

Tertiary - Highly specialized medical care over extended period of time involving advanced and complex procedures and treatments.

THK – Total hip and knees

TIC – Trauma Informed Care

TTBD - Technology Transfer & Business Development supports advancement of OHSU research, innovation, commercialization and entrepreneurship for the benefit of society.

UBCI – Unconscious Bias Campus – wide initiative

Unfunded Actuarial Liability - Difference between actuarial values of assets and actuarial accrued liabilities of a pension plan. Represents amount owed to an employee in future years that exceed current assets and projected growth.

UO—University of Oregon

UPP - University Pension Plan. OHSU's defined benefit plan.

URM – underrepresented minority

USMLE – United States Medical Licensing Examination

VBP – Value-based purchasing

VEC – Vaccine Equity Committee

VGTI - Vaccine and Gene Therapy Institute. An institute within OHSU.

VTE – venous thromboembolism

WACC - Weighted Average Cost of Capital is the calculation of a firm's cost of capital in which each capital category is proportionately weighted.

WMG – Wednesday Morning Group

wRVU - Work Relative Value Unit. A measure of value used in the United States Medicare reimbursement formula for physician services

YoY - Year over year.

YTD - Year to date.